



Safeguarding Sub (Community & Children's Services) Committee

Date: MONDAY, 10 FEBRUARY 2020

Time: 11.00 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:	Ruby Sayed (Chairman)	John Fletcher
	Randall Anderson (Deputy Chairman)	Marianne Fredericks
	Munsur Ali	Susan Pearson
	Mary Durcan	Jason Pritchard

Enquiries: Chloe Rew
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Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on 3 October 2019.

For Decision
(Pages 1 - 8)

4. **PRESENTATION: WALTHAM FOREST, EAST LONDON & THE CITY (WELC) CHILD DEATH REVIEW SYSTEM**

Designated Nurse, Safeguarding Children of City & Hackney Clinical Commissioning Group to be heard.

For Information

5. **LOOKED-AFTER CHILDREN'S HEALTH (CITY OF LONDON CORPORATION) ANNUAL REPORT 2018-2019 (COVER REPORT)**

Report of the City and Hackney Clinical Commissioning Group (CCG).

To be read in conjunction with the non-public Annual Report at Agenda Item 18.

For Information
(Pages 9 - 10)

6. **CHILDREN MISSING FROM CARE, HOME AND EDUCATION**

Report of the Director of Community & Children's Services.

To be read in conjunction with the non-public appendix at Agenda Item 19.

For Information
(Pages 11 - 16)

7. **CHILDREN IN CARE COUNCIL (CICC) AND PARTICIPATION SERVICE UPDATE**

Report of the Director of Community & Children's Services.

For Information
(Pages 17 - 20)

8. **SPECIAL EDUCATION NEEDS AND DISABILITY (SEND) - UPDATE**

Report of the Director of Community & Children's Services.

For Information
(Pages 21 - 26)

9. **CHILDREN AND FAMILIES PERFORMANCE REPORTING**
Report of the Director of Community & Children's Services.
- For Information**
(Pages 27 - 30)
10. **CORPORATE SAFEGUARDING POLICY**
Report of the Director of Community & Children's Services.
- For Information**
(Pages 31 - 48)
11. **AIDHOUR QUALITY ASSURANCE REPORT ON AUDITS COMPLETED
DECEMBER 2019**
Report of the Director of Community & Children's Services.
- For Information**
(Pages 49 - 56)
12. **SERVICE DEVELOPMENT PLAN 2019-20**
Report of the Director of Community & Children's Services.
- For Information**
(Pages 57 - 84)
13. **QUESTIONS OF MATTERS RELATING TO THE WORK OF THE SUB-
COMMITTEE**
14. **ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT**
15. **EXCLUSION OF THE PUBLIC**
MOTION, that – under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

16. **NON-PUBLIC MINUTES - 3 OCTOBER 2019**
To agree the non-public minutes of the previous meeting held on 3 October 2019.

For Decision
(Pages 85 - 86)

17. **NON-PUBLIC MINUTES - 4 JUNE 2019**

To agree the non-public minutes of the meeting held 4 June 2019, which could not be agreed on 3 October 2019 due to the meeting becoming inquorate.

For Decision
(Pages 87 - 90)

18. **NON-PUBLIC APPENDIX: LOOKED-AFTER CHILDREN'S HEALTH (CITY OF LONDON CORPORATION) ANNUAL REPORT 2018-2019**

Appendix to be read in conjunction with the cover report of the City and Hackney Clinical Commissioning Group at Agenda Item 5.

For Information
(Pages 91 - 108)

19. **NON-PUBLIC APPENDIX: CHILDREN MISSING FROM CARE, HOME AND EDUCATION**

Appendix to be read in conjunction with the report of the Director of Community & Children's Services, Agenda Item 6.

For Information
(Pages 109 - 110)

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

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

SAFEGUARDING SUB (COMMUNITY & CHILDREN'S SERVICES) COMMITTEE

Thursday, 3 October 2019

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 (Deputy Chairman)
Mary Durcan
Susan Pearson

Officers:

Chloe Rew	- Town Clerk's Department
Anne Bamford	- Department of Community & Children's Services
Sharon Cushnie	- Department of Community & Children's Services
Pat Dixon	- Department of Community & Children's Services
Claire Giraude	- Department of Community & Children's Services
Kirstie Hilton	- Department of Community & Children's Services
Sham Kidane	- Department of Community & Children's Services
Ria Lane	- Department of Community & Children's Services
Chris Pelham	- Department of Community & Children's Services
Teresa Shortland	- Department of Community & Children's Services
Ian Tweedie	- Department of Community & Children's Services
Ellie Ward	- Department of Community & Children's Services
Adi Cooper	- City and Hackney Safeguarding Adults Board

1. APOLOGIES

Apologies were received from the Chairman Ruby Sayed, John Fletcher and Marianne Fredericks.

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

There were no declarations.

3. MINUTES

RESOLVED, that – the minutes of the previous meeting held 4 June 2019 be agreed as a correct record.

4. CITY OF LONDON FAMILY OF SCHOOLS SAFEGUARDING REVIEW

Members received a report of the Director of Community and Children's Services relative to the City of London Family of Schools Safeguarding Review. The report provided Members with an update on the review of safeguarding arrangements across the City of London Family of Schools, including key

findings from the audit, along with recommendations made for schools and the Education Unit of the City Corporation.

In the review, 15 schools across 6 local authorities were consulted to assess the effectiveness of the schools' safeguarding arrangements. Overall, safeguarding across the schools was found to be effective. Recommendations included advanced safeguarding training for all governors; more robust management of Single Central Records; and the development of a DSL Forum for safeguarding leads across the Family of Schools.

RESOLVED – that, the report be received and its contents noted.

5. EDUCATION AND EARLY YEARS SERVICE SAFEGUARDING UPDATE

Members received a report of the Director of Community and Children's Services relative to the Education and Early Years Service Safeguarding. The report provided an update on the work that the Education and Early Years Service had undertaken since the work was last reported to the Committee in February 2019. The report addressed the following areas: location of all City of London children and their schools; 2016 children missing education (CME) regulations and the impact that this is having on the City of London; children at risk of missing education; electively home-educated children; performance licenses and work permits; learning from the Hackney case review. It was further reported that there had been an increase in focus on mental health services, including a Wellbeing and Adolescent Mental Health Services (WAHMS) Project established in September 2018, where clinicians were placed in schools to address mental health needs.

RESOLVED – that, the report be received and its contents noted.

6. INDEPENDENT REVIEWING OFFICER (IRO) ANNUAL REPORT FOR 2018 TO 2019

Members received a report of the Director of Community and Children's Services relative to the Independent Reviewing Officer (IRO) Annual Report for 2018 to 2019. The report summarised the statutory requirements in the IRO service and how the City of London Corporation had performed. It was noted that there was more stability with placements, specified mental health services and independent fostering agencies. Members questioned how much fostering is promoted within the City, as only 1 child was placed within 5 miles of the City. Officers responded that the focus is on finding the right placement for the child, and when considering cultural and diversity needs of many children, the City often has few options due to lack of diversity.

RESOLVED – that, the report be received and its contents noted.

7. PRIVATE FOSTERING ANNUAL REPORT

Members received a report of the Director of Community and Children's Services relative to the Private Fostering Annual Report. It was reported that no private fostering arrangements had been identified in the City of London for 2018 to 2019. The report informed Members of how the City met the National Minimum Standards for Private Fostering by raising awareness of private

fostering arrangements with professionals and residents in the City of London. To raise awareness of private fostering, there has been an increase in information provided to schools, private fostering is covered in safeguarding training, a private fostering mobile app is being promoted which includes a quiz and information on private fostering and children's social care teams. The City is also looking to establish joint initiatives with Tower Hamlets and Hackney. Members supported collaboration with other local authorities and agreed that the matter should be further discussed at a future meeting.

RESOLVED – that, the report be received and its contents noted.

The meeting became inquorate and the sub-committee discussed subsequent matters informally.

8. ANNUAL LOCAL AUTHORITIES DESIGNATED OFFICE (LADO) REPORT

Members received a report of the Director of Community and Children's Services relative to the Annual Local Authorities Designated Office (LADO) Report. The report provided an overview of LADO activity which had taken place between April 2018 and March 2019. There had been six referrals to the LADO, indicating a 50% increase since the previous year. To raise the profile of LADO, training has been offered in schools, and a national LADO conference took place which resulted in an increase in referrals from local authorities.

Members noted an incident in the report which indicated a need for a professional to undergo training in professional boundaries. Officers clarified that this referred to boundaries in terms of addressing a child with behavioural issues.

The report was noted.

9. THE CITY AND HACKNEY SAFEGUARDING ADULTS BOARD ANNUAL REPORT 2018/19

This item was discussed at the beginning of the meeting when the Sub-Committee was quorate.

Members received a report of the Director of Community and Children's Services relative to the City and Hackney Safeguarding Adults Board Annual Report 2018/19. The report outlined the key achievements of the Board, areas for further development, and identified priorities for the Board in the coming year.

Members expressed concern with section 2.2 of the report, which reported that efforts to hear directly from people who have experienced safeguarding services were unsuccessful. Officers reported that no one came forward for the opportunity to meet with a psychologist, and new approaches were being explored. Officers noted that this was a sensitive area and needed to exercise caution in the approach taken.

RESOLVED – that, the report be received and its contents noted.

10. **ANNUAL REPORT VIRTUAL SCHOOL HEAD TEACHER ACADEMIC YEAR 2018/19**

Members received a report of the Director of Community and Children's Services relative to the annual report of the Virtual School Headteacher Academic year 2018/2019. The report summarised the work of the City of London Virtual School for the 2018/19 academic years, gave details of the cohort of young people in the programme and outlined the work in place to help them gain an education.

It was reported that the virtual head regularly engaged with all students. A tuition group was established at Golden Lane to provide increased educational opportunities. Bringing students from the virtual school together, who would otherwise be isolated, brought educational and social benefits. There is adaptability within the programme and new arrangements can quickly be made to accommodate the needs of new students. There was also a discussion and presentation on the enrichment programme that was run by the City of London School. Several of the looked after children participated and the Enrichment Programme had been successful for participants and boys from the school who participated. Members attended the celebration event for the looked after children who participated in these programmes.

The report was noted.

11. **ANNUAL QUALITY ASSURANCE REPORT**

Members received a report of the Director of Community and Children's Services relative to the Annual Quality Assurance Report. The report outlined the quality assurance activity that had taken place in relation to the Children's Social Care and Early Help Service from May 2018 to June 2019. Audits included two independent audits, thematic audits and multi-agency audits. It was reported that there had been some change in the Child and Families team, which created an element of instability, however robust training and development measures were put in place as a result.

The report was noted.

12. **ACTION FOR CHILDREN ANNUAL SURVEY**

Members received a report of the Director of Community and Children's Services relative to the action for Children Annual Survey. The survey found that overall, children and families were happy with the service they received and young people and care leavers had good relationships with their social workers. Officers reported significant engagement with children and young people. There had been a change of platform for the survey. Respondents preferred to respond in person, as opposed to an online survey. Members noted that it appeared some respondents did not understand all questions, for example Q22. Do you know how to contact the Virtual Headteacher. 4 responded 'No – I do not know who it is.' Members understand that the Headteacher is very involved with students, and the respondents may not have known that this was his role.

The report was noted.

13. **CITY OF LONDON SUFFICIENCY STRATEGY**

Members received a report of the Director of Community and Children's Services relative to the City of London Corporation Sufficiency Strategy. The strategy set out options for services and support for children in care and care leavers. The strategy is renewed annually but continuously reviewed for improvement.

The report was noted.

14. **SERVICE DEVELOPMENT PLAN 2019-20**

Members received a report of the Director of Community and Children's Services relative to the Service Development Plan 2019-20. It was reported that this plan would be used to drive forward work in all areas of Early Help and Social Care in 2019-20. It was noted that the full strategy did not appear in the agenda due to a technical error but was circulated separately. The Chairman requested the Service Development Plan be a standing item and appear on the next agenda.

The report was noted.

15. **ADOLESCENT SAFEGUARDING SELF ASSESSMENT 2019**

Members received a report of the Director of Community and Children's Services relative to the Adolescent Safeguarding Self-Assessment for 2019. The report assessed adolescent safeguarding work, which is an area of focus in the City of London's work with the London Regional Improvement Alliance. It was reported that safeguarding crosses over local authority boundaries, and the assessment was a dynamic tool to ensure that adolescent safeguarding remains robust. The City Corporation relies on local authorities for secondary school reporting. MACE group members are valuable in reporting as they are living amongst the communities and are able to identify early signs of problems with adolescents.

The report was noted.

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

Members received a report of the Director of Community and Children's Services relative to the Special Educational Needs and Disabilities (SEND) update. The report provided statistical information regarding the number of children and young people with SEND who are known to the local authority. It was further reported that City resident children and young people attend over 80 different schools, which presented a challenge for the City in being able to know the number and long term outcomes of children and young people with SEND who were supported by schools from their own resources (SEN support). The numbers can be ever changing as SEN Support, such as speech and language support is sometimes a short-term intervention, while some interventions to support needs such as social, emotional and mental health, may be more long term. For children and young people with complex needs and who have an Education, Health and Care (EHC) plan, officers know where they are attending schools and are present at every annual review of their EHC

plan, so are able to monitor their progress towards meeting their long-term outcomes.

The report was noted.

17. QUESTIONS OF MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

18. ANY OTHER BUSINESS THE CHAIRMAN CONSIDERS URGENT

There was no other business.

19. 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	Paragraph
20	3
21	1,2
22, 23	1, 2, 3
24	3

20. NON-PUBLIC MINUTES

Due to the meeting being inquorate, the minutes of the previous meeting held 4 June 2019 were moved to the next meeting for formal agreement.

21. CHILDREN'S SAFEGUARDING REPORT FOR QUARTER 4 (Q4) 2018/19 AND QUARTER 1 (Q1) 2019/20

Members received a report of the Director of Community and Children's Services relative to Children's Safeguarding Report for Quarter 4 (Q4) 2018/19 and Quarter 1 (Q1) 2019/20.

The report was noted.

22. ADULT SAFEGUARDING PERFORMANCE REPORT, Q4 2018/19

Members received a report of the Director of Community and Children's Services relative to the Adult Safeguarding Performance Report for Q4 2018/19.

The report was noted.

23. ADULT SAFEGUARDING PERFORMANCE REPORT, Q1 2019/20

Members received a report of the Director of Community and Children's Services relative to the Adult Safeguarding Performance Report for Q1 2019/20.

The report was noted.

24. **APPENDIX 3 TO SPECIAL EDUCATIONAL NEEDS AND DISABILITY (SEND) UPDATE**

The appendix was read in conjunction with the SEND update at Agenda Item 16.

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

There were no questions.

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

There was no other business.

The meeting closed at 3.30 pm

Chairman

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Committee: Safeguarding Subcommittee	Dated: 10/02/2020
Subject: Looked-after Children's Health (City of London Corporation) Annual Report 2018–2019	Public
Report of: City and Hackney Clinical Commissioning Group (CCG)	For Information
Report author: Anna Jones and Dr Liz Jacks	

Summary

1. This is the Looked-after Children's Health Annual Report relating to health provided by NHS City and Hackney Clinical Commissioning Group (CCG). It is written in response to the statutory guidance, 'Promoting the health and wellbeing of looked-after children' (2015).
2. It covers the period from 1 April 2018 to 31 March 2019 and provides assurance of the Looked-after Children's Health Team's (LACHT) compliance with their looked-after children (LAC) statutory duties and those responsibilities specified under Section 10 (co-operation to improve wellbeing) and Section 11 (arrangements to safeguard and promote welfare), of the Children Act 2004, with regard to improving the health and wellbeing of LAC.
3. It highlights the many achievements of the team and areas identified for improvement in 2019/20.
4. The report covers the commissioning aspect of the service as well as the provider aspect of delivery, for ease of reading and to demonstrate the joint working partnership across health. The health providers are Homerton University Hospital NHS Foundation Trust (HUHFT) and Whittington Health NHS University Trust (WHUT).
5. The report outlines the delivery of health services to children looked after by the City of London, in line with national statutory guidance. It reviews performance indicators, clinical work undertaken by the LAC health team, service improvements and plans for further development, and provides some comparison with national indicators.

Recommendation:

Members are asked to note the Looked-after Children's Health (City of London Corporation) Annual Report 2018–2019 in Appendix 1.

Appendices

- Appendix 1 – Looked After Children's Health (City of London Corporation) Annual Report 2018-2019 (Non-public under paragraphs 1 & 2 of Part 1 of Schedule 12A of the Local Government Act 1972).

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Committee:	Dated:
Safeguarding Sub Committee	10/02/2020
Subject: Children Missing From Care, Home and Education	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report authors: Rachel Green, Service Manager, Children's Social Care and Early Help and Kirstie Hilton, Lead Advisor, Universal Education Services	

Summary

Children missing from care, home and education is a critical safeguarding issue in the City of London. Research shows that a high proportion of children who go missing are at risk of harm, and that harm is likely to be sexual or other kinds of exploitation. The risk is higher for children in residential care.

This report sets out the response of the City of London in respect of missing children and evaluates efficacy alongside efforts to strengthen the service.

Recommendation

Members are asked to:

- Note the report.

Main Report

Introduction

1. Children missing from care, home and education is a critical safeguarding issue in the City of London. Research shows that a high proportion (25%) of children who go missing are at risk of harm, and that harm is likely to be sexual or other kinds of exploitation. The risk is higher for children in residential care.

2. All children looked after by the City of London under the age of 18 have 24 hour care and/or support have the benefit of oversight of looked after child reviews and the Independent Reviewing Officer (IRO). This means that children are identified and reported as missing quickly.
3. The London child protection procedures outline the Runaway and Missing From Home and Care protocol¹, to support assessment and response to risk. These were updated in 2019 to include further guidance around how to make legitimate social media searches for children². The City of London refreshed it's own guidance above and beyond these core procedures in September 2019. After auditing our practice in respect of missing children, we are revising the procedures again.
4. The main objective of the procedures is finding and returning the child to safety. Where there are concerns that a child who is missing may have or is likely to suffer significant harm, child protection procedures will be initiated.

- **From home**

5. Children running away from home/going missing is extremely rare in the City of London. The below is what would take place in this circumstance.
6. If a child is known to the service and there is a known risk that the child might run away from home, a safety plan would be devised with the family by the social/early help worker. In most circumstances family members report the child missing to police, take every step possible to find their child. This will involve children's social care in some situations, and a strategy meeting with involved professionals may take place. In the City of London, any child missing from home is offered a return home interview within 72 hours. The purpose of an RHI is to gain intelligence from the child on any risk indicators, any health needs and to reduce the risk of going missing in the future.
7. There were no children missing from home in 2018-2019. One 17 year old child resident in the City of London was reported missing on one occasion in second quarter of 2019-20.

- **From care**

- before*

- a. When a child moves to a placement, any risks (if any) of going missing are identified, alongside strategies for prevention, reduction of duration and frequency of missing episodes.

- during*

- b. Foster carer/keyworker tries to locate child if late home, e.g calls/texts child, school, friends.

¹ https://www.londoncp.co.uk/chapters/ch_miss_care_home_sch.html#intro

² <https://www.londoncp.co.uk/index.html> updated 30 September 2019

- c. Foster carer/keyworker reports child missing to the police and calls children's social care (whether day or out of hours service), and birth family if available/safe to do so
- d. Foster carer/keyworker to continue to make all reasonable steps to find child
- e. Within at least three days a strategy discussion between police, children's social care, health and relevant partners is held. The purpose is to have a shared action plan to locate the child and plan a safe positive return.
- f. Note: after seven days the Lead Member is notified.³

after

- 8. Safe and well checks are made by the police & an independent return home interview is undertaken within 72 hours of their return. The purpose is to understand any harm the child might have suffered, listen to why they went away and where and any support needed.

our performance

- 9. In the period April to Dec 2019, there were nine incidences of children going missing from care. Each of these young people are unaccompanied asylum seeking children (UASC). There are UASC specific risks in being missing from care⁴; going underground to avoid immigration control, modern day slavery (illegal working, such as in car washes, restaurants and nail bars, along with cannabis farming and the drug trade), debt bondage, new instructions from traffickers along with other criminality and the risks inherent in being a young person from another country with limited English language skills in the capital city.
- 10. In nine months two children of the children who were offered RHIs declined this service. Action For Children is commissioned to provide our RHIs. In January 2020 the Director of Childrens Services, the QA Service Manager, the Children's Social Care and Early Help service manager and the commissioning manager met with Action for Children to seek creative ways of engaging children to ensure that RHIs are accepted by young people. The worry was that Action for Children might have given up too easily on young people who didn't want an RHI. Action for Children accepted the challenge and are due to report back on their performance – the aim is that all young people accept RHIs as these are an important tool in improving safety.

Children missing from education

- 11. The Education and Early Years Service regularly prepares a Safeguarding Update to this committee, covering amongst other areas, children missing

³ 3.16 Actions when the whereabouts of a child is not known. London CP Procedures.

⁴ https://www.londoncp.co.uk/chapters/ch_miss_care_home_sch.html#act_resp subject to immigration control

education and those children who are at risk of missing education (where attendance is below 90% which equates to one day per fortnight). Children missing education is a safeguarding concern. Children are at increased risk of sexual, criminal and other forms of exploitation when they are missing education. This can be both online and in 'real' life, compounded by social isolation, opportunistic risk and grooming.

12. The devastating serious review case of 'Chadrack' evidences a need to look at familial context when thinking about children missing from school. The City of London has played a key role in updating safeguarding procedures with the London Borough of Hackney for education providers that takes into account the learning from the Serious Case Review.
13. Children can be missing education for reasons of ill health and exclusion. The Education and Early Years Service and Children's Social Care and Early Help Service work closely to improve outcomes for children, and record joint work on our Mosaic database. For example the teams worked together on cases where children have low attendance, require educational welfare intervention or additional support with academic work in the lead up to GCSEs.
14. Not all children missing education are supported by Children's Social Care and Early Help as the presenting issues may not warrant intervention – for example arranging education provision for a child who is in hospital for a period of time. The Education Service monitors the children every two weeks to increase attendance and prevent children missing out on learning.
15. The Lead Advisor for Universal Education Services prepares a termly report on missing from education, which is then discussed at CSMT and with the DCCS Director. Regular case updates are also sent to the Head of Service and to the Assistant Director, People. The Lead Advisor also attends the Multi Agency Child Exploitation and Vulnerable Adolescent Forum that is jointly chaired by the Service Manager for Children's Social Care and the City of London police. The Lead Advisor's report is separated by children missing education, those at risk of missing education (low attendance), those unable to attend school for medical reasons and children being electively home educated. Further more, children are classified as either not known to children's social care, Children in Need and children subject to a child protection plan.

Performance

16. Performance data, captured in these termly reports helps support the management of risk for each child. Risk is better managed when it is shared. Cases that are jointly worked between the Education and Early Years Service and the Children's Social Care and Early Help Service are underlined to demonstrate the strength of our collaboration for children and families in the City of London.
17. There are no children missing education. The data below shows that children at risk of missing education are tracked and supported to prevent decline in attendance. This is above and beyond statutory requirement and oversight is

robust in ensuring no children are missing from education in the City of London.

March-May 2019

18. Total number of children being monitored: 18
Electively Home Educated Children: 3
Children Missing Education / At risk of Missing Education children: 14 (3 CP, 0 CIN, 3 EH)
Children unable to attend school full time / part time due to medical reasons: 2
(1 already included above in EHE)

June-August 2019

19. Total number of children being monitored: 18
Electively Home Educated Children: 3
Children Missing Education/At risk of Missing Education children: 14 (3 CP, 0 CIN, 10 EH)
Children unable to attend school full time / part time due to medical reasons: 2
(1 already included above in EHE)

September-October 2019

20. Total number of children being monitored: 18
Electively Home Educated Children: 3
Children Missing Education or unplaced: 1 (although receiving full educational entitlement at alternative provision)
Children at Risk of Missing Education : 13 (3 CP, 2 CIN, 5 EH)
Children unable to attend school full time / part time due to medical reasons: 2
(1 already included above in EHE)

November 2019-January 2020

21. Total number of children being monitored: 13
Electively Home Educated Children: 4
Children Missing Education or unplaced: 0
Children at Risk of Missing Education children: 9 (1 CP, 2 CIN, 2 EH)
Children unable to attend school full time / part time due to medical reasons: 2
(1 already included above in EHE)

Observations

Joint front line working

22. The numbers of children at risk of missing education has decreased from 14 to 9 over the first three quarters of 2019-20. The numbers of children who received joint support from the two services increased sharply from quarter one to quarter two and is sustained as a proportion of children at risk of missing education throughout the three quarters. This means that children and families are having the broadest possible support, in each of their domains; family, environment, school, online and health. Joint work assisted two children subject to a child protection plan in securing school placements and keeping a close watch on patterns of attendance following a move out of the City to a more protective family member.

Joint senior management review

23. 'Top 3' is a senior management oversight group that comprises of the Assistant Director of People, the Head of Homelessness, the Head of Service for Education and Early Years, the Service Manager for Adult Social Care and the Service Manager for Children's Social Care and Early Help. The purpose of the meeting is to consider high profile cases which cross over at least two of the services from a Think Family perspective.
24. In December two cases that were considered had a missing from education as an element of concern, and these had the benefit of joint senior management discussion and oversight. The outcome for one child was that he had the opportunity of mentoring, funding having been agreed at that meeting, and that the family had the opportunity of systemic family intervention jointly undertaken with the social worker and systemic clinician to improve relationships in the home.

Conclusion

25. The City of London is challenging itself to provide the strongest support for children at risk of going missing from home, care and education. The City Specific guidance on 'missing' has been reviewed and updated following the Chadrack Serious Case review. The guidance will be updated again following next steps with service development:
- a. A thematic audit on children known to children's social care and early help who have been missing from care, home or education is in the Quality Assurance workplan for February 2020.
 - b. Close contract monitoring with Action for Children with 2020.

Appendices

- Appendix 1 (**non public**) – case examples of children missing

Rachel Green

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Committee: Safeguarding Sub-Committee	Dated: 10/02/2020
Subject: Children in Care Council (CiCC) and Participation Service Update	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Zak Darwood, Workforce Development and Participation Lead, Department of Community and Children's Services	

Summary

This report provides a summary of the developments in the Children in Care Council (CiCC) and Participation Service since the departure of the previous Participation Lead. It provides an indication of the potential developments being explored by the new lead and the officer recently recruited to the post.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The City of London has run a Participation Service for several years. The service is delivered by a Lead Officer who established and embedded the service. The long-standing staff member left in mid-2019 and a new officer was recruited in November. As per the recommendation of the previous Lead Officer, a review of the service and future needs analysis has been undertaken to enable the service to meet the changing needs of our children in care population, of which the City of London Corporation is the Corporate Parent. This review is continuing and will culminate with a consultation session delivered by Inclusive Solutions in February 2020.
2. An initial change in the service has been the change of the managerial oversight. This is now being overseen by the Workforce Development Lead who, in previous roles, has overseen youth and participation services and holds youth work qualifications. The new Participation Officer is an experienced youth advocate, holds counselling and child development qualifications and has extensive work experience within Leaving Care and Children in Care services.

Children in Care Council (CiCC)

3. The CiCC continues to be the mainstay of the Participation Service. While all children in care are automatically members of the council, attendance at the council sessions had declined during 2019. The reduction in attendance occurred alongside changes in the Young People's Chair. Throughout 2020 we will be working with the current chair to ensure a consistent presence, and we will

secure one or two vice-chairs. In their role leading the Council, the chair and vice-chairs ensure that the service is led by young people, promoting independence and providing skills that can be used in the future when entering the workplace.

4. Consultation with the CiCC is being reviewed, with an initial decision to ensure that any consultative work is integrated into wider pieces of work. For example, a housing/placements consultation session being linked to a wider ongoing piece of work around housing options, budgeting, preparation for independence and work, managing young people's expectations when they are housed.
5. Since the introduction of the new officer, two CiCC sessions have been held, the first of which continued the trend of a small number of attendees, with five young people. However, the second session, held in December had 14 attendees. This CiCC session focused on planning for 2020, scoping exercises on the summer trip, preparation for a session with the Town Clerk in January, and it concluded with an ice-skating trip. For some of our young people, this was the first time they had been ice-skating. During this session, we were also able to present each young person with a Christmas gift.

Increasing Numbers

6. The number of children the City of London is Corporate Parent to is steadily rising; this means the number of children who automatically become members of the CiCC and are entitled to attend Participation Services has also increased.
7. Previously, due to the low numbers of children and young people entitled to attend the Participation Service and annual holiday, all young people were able to attend each holiday, activity or trip. However, as the numbers have increased, the service has either the option of increasing the services on offer (such as having two or three trips per year) or introducing criteria for attendance.
8. The increasing numbers also pose other issues, including ratio of officers to young people during activity trips, the ability of the Participation Officer to meet individual needs, and the increased cost of delivering the service. These issues are being explored by the Participation Lead alongside the Participation Officer.

Workshops and Holiday Provision

9. As part of the review and future needs analysis, the service is commissioning an organisation called Inclusive Solutions to run a consultation workshop. This session is focused on supporting the young people as well as officers and senior leaders to develop commitments for the service for the immediate future and over the next year. This session then produces a blueprint for the future development and design of the Participation Service.
10. The consultation session will be delivered in the February half-term holidays. Other workshops include a session with the Safer London Foundation on Consent and the Law, reflecting the need for our young people to understand the difference in the law in the UK compared to their country of origin. We are also

exploring the feasibility of having a Health Drop-In run by the looked-after children's Nursing Service, to run in a side room away from the main group activity, allowing members to discretely access the service.

Future Developments

11. The Participation Service will develop its workshop offer to meet emerging and changing needs, alongside continuing to support the CiCC's development. In summer 2020, the service will deliver the first Preparation for Independence Programme; this programme will consist of a range of workshops covering subjects such as Budgeting and Healthy Cooking. The service will also explore the potential to accredit this programme, therefore increasing the qualification profile for those young people who complete the sessions.
12. The Participation Officer is currently engaging with the small number of young women who do not currently access the service. While every service and session is open to this group, they do not access the wider participation activities due to the large number of young men. Therefore, a bespoke service is being delivered with the intention of integrating the two groups in the coming year when possible.

Conclusion

13. The Participation Service will continue to grow, with an increase in the offer of support and development sessions for our children and young people. These sessions aim to support young people to further develop their independence skills and reduce their future need to access support services.
14. The service will provide feedback on the consultative work being undertaken in the February sessions. Once complete, the Participation Service Blueprint and commitments will be shared as appropriate.

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Agenda Item 8

Committee: Safeguarding Sub-Committee	Dated: 10/02/2020
Subject: Special educational needs and disability (SEND) – Update	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 Sharon Cushnie, Lead SEND Advisor – Education and Early Years	

Summary

Since September 2018, the Safeguarding Sub-Committee has received reports on the progress of the special educational needs and disability (SEND) work in the City of London (COL) following the SEND local area inspection in March 2018.

One of the key expectations of the Children and Families Act 2014 (Part 3) and the SEND Code of Practice 0 to 25 years (2015, Section 3), is that there is joint working across education, health and social care and other key partners. Also expected is participation and engagement of children and young people and their parents and carers, on an equal basis, in the identification and assessment of their needs, and also in the planning, design and review of services at an individual and strategic level to meet their needs. This way of working with children and young people and their parents and carers is referred to as ‘co-production’.

Progress on the work to co-produce services with parents and carers was reported to the Committee in February 2019. This included that a representative from the City Parent Carer Forum (CPCF) was co-chair of the SEND Programme Board and that a Co-production Working Group had been established. Progress on the work to engage and ensure the participation of children and young people was reported to the Committee in May 2019.

This report gives a further update on the work with parents, carers and partners, and with children and young people to co-produce and develop services that best meet their needs, and how this will inform the development of the SEND Strategy 2020–2023.

Recommendation

Members are asked to note the report.

Main Report

Co-production Workshop

1. In October ‘Inclusive Solutions’, an external company, facilitated an interactive workshop to explore how the COL, partners, parents, carers, young people

and children with SEND can work together to ensure excellent services that best meet their needs.

2. Seven parents and carers attended the workshop along with partners from Education, Schools (Sir John Cass's Foundation Primary School and the Independent Schools sector), the City and Hackney Clinical Commissioning Group (CCG), Targeted Health Outreach, Social Care (Children's, Adult Social and Early Help), Commissioning, SEND Information, Advice and Support Service (SENDIASS), Prospects (commissioned by the COL to provide information, advice and guidance on education, employment and training options), Commissioning, Safeguarding, Events and Production, the Barbican and the Museum of London. Events on the day meant that a Ward Councillor, colleagues from Open Spaces and the COL Police were not able to attend, but the outcome from the workshop has been shared widely.
3. The focus of the workshop was to agree a shared vision and explore how we can work together to achieve agreed goals towards meeting this vision. The vision and plan for achieving this are produced in a creative artwork – the SEND City Together Banner (Appendix 1).
4. In terms of the vision, a picture of where we wanted to be in the future was developed. This was then termed 'The Dream' and set out the ideal picture of what the COL would be like in three years' time. It is aspirational, ambitious, inclusive and community focused. The following are some of the key points that are incorporated in the dream:
 - **Families want their voices to be heard; they want to be involved in decision-making** so that key decisions that affect them are made with them – no decision about me without me.
 - **There are clear pathways**, with systems that are easier to navigate, clear choices and options, new and local opportunities for their children and young people.
 - **Families want to be an equal part of the community in which they live** – that we imagine the world in a different way; that we see the child first before their disability, and celebrate difference; that they are welcomed everywhere and feel that they belong. They also want the COL to be more accessible for them, to be able to access culture, creative places, and be able to come together outdoors.
 - **Wellbeing** is important – “no stress, peace of mind, clear skies, safety, awareness and understanding, better frame of mind” are some of the words used by the group to capture this.
 - **SEND City Together** – This is the name that the group gave to the vision/dream. They agreed that there must be equal partnership between parent carers, young people and professionals; that there must be good communication systems in place; good training and awareness of needs; that we must break down barriers; that services must work together – “we can, together we will”.

5. The group considered the current picture and how we can move from this towards the vision/dream. In terms of what is happening now, the positives include:
 - There is a SEND Programme Board, with parent carer representation
 - Young people with SEND are members of the City Youth Forum
 - Children are known and cared for as people first
 - The COL is ambitious and has high aspirations for SEND students
 - Access to services is easy compared to other boroughs
 - Teachers and practitioners feel supported.
6. The concerns for the group include:
 - Voice of young people is quiet
 - No maintained secondary schools in the COL
 - Children attend a lot of different schools
 - A lot is asked of families
 - Not enough parents actively involved in the CPCF
 - Inconsistency in planning
 - Things are slow to change
 - Partner organisations have different visions
 - We don't always know about each other's services
 - The COL is not brave enough
 - Hackney and COL are not joined up
 - No clear direction
 - COL website is not user-friendly.
7. A wide range of partners participated in the Co-production Workshop. The group also considered who else needed to be involved to realise the vision/dream and agreed that future engagement with the following would add value to this work: Members, the Director of Community and Children's Services, young people with SEND and their siblings, more parents and carers, the City Youth Forum, Headteachers and SEND Governors, Tower Hamlets CCG and Designated Medical Officer, Health Commissioning, Adults/Skills, Education and Apprenticeships, Culture Mile Team, Parks and Open Spaces, and Human Resources contacts in large corporations in the COL.

The views of children and young people

8. The participation of children and young people, both at an individual level and in terms of service development, is key to ensuring good outcomes for them. A group of children with SEND who are members of the City Youth Forum shared their views with the COL through a short film.
9. We have met with children and young people from Sir John Cass's Foundation Primary School – School Council and the City Youth Forum. The children and young people have told us that they:
 - like living in the COL: it is well connected to transport links

- like the galleries, especially the Art Gallery and the Barbican Centre
- feel safe, as they see the City Police patrolling the area
- like the services that the SEND team provide for them, especially Speech and Language Therapy
- feel that the City Youth Forum has given them a chance to have their views heard: one young person is the deputy chair
- have aspirations to work and have good jobs in the future
- are worried about terror attacks
- are concerned about the environment, climate change/global warming and air quality
- are also worried about anti-social behaviour and how this impact on their ability to walk to school and socialise in the COL.

What we are doing

10. The discussions and outcomes from the co-production events are informing planning in the short, medium and long term. Short-term actions agreed at the workshop have been completed.
11. One of the short-term actions was to address the concern that there are not enough parents actively involved in the CPCF. To build on the excellent work the CPCF has undertaken over the last few years, the COL has engaged *Contact*, (a charity for families with disabled children, commissioned by the Department for Education to support parent carer forums), to support the ongoing development of the CPCF as it goes through a period of change. *Contact* has already reported to the SEND Programme Board with a programme of action in relation to this.
12. The medium-term and long-term actions are in progress or are being planned. These include:
 - Co-produce a communication strategy by March 2020
 - A young person with SEND to be elected to the Youth Parliament by October 2020
 - Create a 'SEND City Together' charter by May 2020
 - Voice of the child is heard in the design and review of school SEND support strategies more often
 - Develop a model to engage new families in the CPCF
 - Hackney Youth Forum will be more linked with the City Youth Forum and the Museum of London offering preparation for adulthood by October 2020
 - Five young people will be actively engaged with free activities in the community once a week by April 2020
 - Developing the new SEND Strategy 2020–23 with parent carers, children and young people and partners is informed by the outcomes and discussions from the workshops and meetings the children.

Impact/conclusion

13. While it is too early to measure impact and give examples at this time, we will monitor and report these to the SEND Programme Board and update the Committee in the future.
14. Feedback from participants indicates that the early impact of the co-production events in the autumn offered a unique opportunity to hear the views, opinions and wishes of a wide range of stakeholders from across the COL community. The resulting information and artwork are now being used as the foundation of the new SEND Strategy 2020–2023. This will mean that all future developments in SEND will reflect the wider COL community, and there will be opportunities for children and young people with SEND and their families to have services that have been co-produced with them.
15. To turn the vision from the events into reality, we are at the early stages of planning and discussion on a new, ground-breaking initiative – the SEND Friendly City. This will be discussed through the Children’s Partnership Board and, if agreed, over the next three years, this project will spearhead developments across the COL and other commercial, charitable and community organisations to ‘go the extra mile’ to make the COL the best place in the UK to bring up and educate children and young people with SEND.

Appendices

- Appendix 1: SEND City Together Banner

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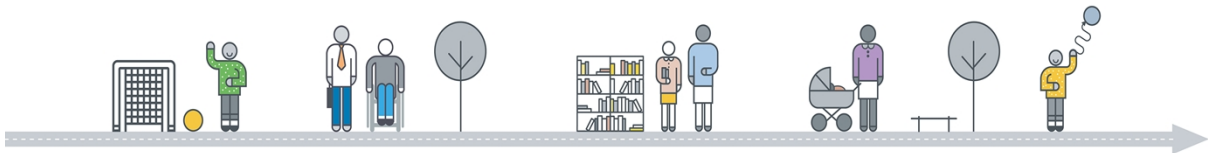
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Committee(s) Safeguarding Sub-Committee	Date: 10/02/2020
Subject: Children and Families Performance Reporting	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Ellie Ward, Interim Head of Strategy and Performance	

Summary

The People's Division of the Department of Community and Children's Services is undertaking a piece of work to strengthen its performance culture and use of business intelligence.

This report sets out some of this work that is underway, sets out some headline data from Children and Families Services for Q3 and asks Members to consider their data requirements going forward to support them in relation to the sub-committee.

Recommendation(s)

Members are asked to:

- Note the new approach to reporting on Children's social care performance
- Note the headline performance information contained in the reports
- Consider any specific Children and Families Services data requirements they may have to support them in their role in relation to the sub-committee.

Main Report

Background

1. Within the People's Division of the Department of Community and Children's Services, a piece of work is currently underway to strengthen our performance management culture and use of business intelligence.
2. A strong performance management culture in the division is vital to ensure that statutory responsibilities are being met, that service objectives and continuous improvement are achieved and that outcomes for service users and communities are delivered.
3. This report sets out how this is developing for Children and Family services and presents some headline information for Member's information.

Current Position

4. Work underway to strengthen the performance management culture in Children and Families includes:
 - Development of a performance and business intelligence strategy
 - Strengthened governance structures. A regular meeting between the Chairman of the Safeguarding Sub-Committee, the Assistant Director of People and the Performance Team to review and explore business intelligence around Children and Families Services has been established
 - The development of new, more comprehensive data sets to be used by Members and officers to monitor service delivery and identify areas for further investigation or improvement
 - The development of interactive dashboards for staff which enables them to interrogate service data to inform their work

Performance Data

5. New format data dashboards are currently in development for Children and Families Services and as the next Safeguarding Sub-Committee will not be held until May 2020, they will be shared with the Grand Committee when they are completed shortly.
6. The dashboards will be comprehensive, covering all aspects of Children and Families Services from contacts and referrals, through early help and child protection to care leavers. The data contained will include information on outputs, timeliness, outcomes and processes. It will also compare data over quarters and previous years and against London figures (where appropriate and adjusted accordingly).
7. In the meantime, Members are asked to consider if they have any specific data requirements for inclusion in the dashboards to ensure that they are effective in helping them deliver their role in relation to the sub-committee.
8. The table below sets out some headline data from Children and Families Services in Q3.

Area	Headlines
Contacts and Referrals	<p>77 contacts in Q3 – a slightly lower level than the previous two quarters (80 and 90). The year-end forecast mirrors that of last year.</p> <p>91% of contacts were completed in one day in Q3. The year-end forecast is 93%.</p> <p>33 referrals in Q3 – referrals have been rising over the quarters and the year-end forecast is predicting more referrals than last year.</p>

	<p>The conversion rate of contacts to referrals is 43% for Q3. The year-end forecast for conversion rates is forecast to be higher than last year at 30% (compared to 25% previously).</p>
Early Help	<p>15 referrals to Early Help year to date with a year-end forecast of 20, lower than last year's figure of 27.</p> <p>The total number of disabled children who received a short break (5) is forecast to be similar to last year (6).</p>
Assessments	<p>20 Child and Family Assessments started in Q3 – the highest rate across the first three quarters. The year-end forecast for assessments started and completed is predicted to be slightly higher than last year</p> <p>Year to date figure for assessments authorised within 45 days at end of Q3 was 80%. This compares to the similar figure of 81% at end of 2018/19.</p>
Children in Need	<p>28 children in need cases at the end of Q3. This reflects a fairly consistent pattern over the three quarters but higher than the number at the end of 2018/19.</p> <p>The majority of Children in Need cases at the end of Q3 had been for 6 months or less.</p>
Child Protection	<p>4 children on Child Protection Plans at the end of Q3. 3 of these cases had been open for between 12 and 24 months.</p> <p>100% of Initial Child Protection Conferences were held within 15 days of the S47 enquiry during Q3.</p>
Children in Care	<p>27 Children in Care at the end of Q3. This is higher than at the end of 2018/19 (20). 4 of these young people have had 3 or more placements.</p> <p>97.4% of visits during the Quarter were in time in accordance with the care / pathway plan.</p>
Children Missing	<p>One Child in Care missing at the end of Q3. There were a total of 4 missing episodes in the period. 2 Return Home Interviews were accepted.</p>
Care Leavers	<p>26 Care Leavers at end of Q3 - an increase on previous quarters. 22 of these were in education, employment or training. 100% were living in suitable accommodation.</p> <p>100% have an up to date Pathway Plan and are in touch in accordance with the plan.</p>

Corporate & Strategic Implications

9. The delivery of Children and Families Services supports the Corporate Objective of contributing to a flourishing society which includes the priorities of people are safe and feel safe and people have equal opportunities to enrich their lives and reach their full potential.

Conclusion

10. This paper sets out work underway in the People's Division of the Community and Children's Department to strengthen our use of business intelligence and our performance management culture.
11. The report also includes headlines from data and business intelligence covering a range of areas in Children and Families Services.
12. Members are asked to consider if they have any specific data requirements in relation to Children and Families Services to support them in their role on the sub-committee.

Appendices

- None

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Committee: Safeguarding Sub-Committee	Dated: 10/02/2020
Subject: Corporate Safeguarding Policy	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Ellie Ward, Interim Head of Strategy and Performance, Community and Children's Services	

Summary

This report sets out the updated Corporate Safeguarding Policy. This policy has been approved by Chief Officers.

Recommendation

Members are asked to:

- Note the updated Corporate Safeguarding Policy (see Appendix 1).

Main Report

Background

1. Safeguarding is a duty of the City of London Corporation (City Corporation) and it is everyone's responsibility, regardless of their role or the department they work in.
2. The Corporate Safeguarding Policy provides guidance for all City Corporation staff, Members and individuals, consultants and agencies contracted by the Corporation who, in the context of their work, may come across concerns regarding the safeguarding and protection of children, young people and adults at risk.
3. It supports the City Corporation in achieving Corporate Plan outcome one: that people are safe and feel safe.
4. Linked to the Corporate Safeguarding Policy, a network of Safeguarding Champions was established across the organisation. These champions were responsible for overseeing the City Corporation's safeguarding responsibilities in relation to their department and the organisations that they work with.

Current Position

5. The Policy has recently been reviewed and updated as part of its annual review cycle and following an internal audit of safeguarding. This is attached for Members' information (Appendix 1).
6. Alongside this, we are keen to relaunch the network of Safeguarding Champions to fully embed safeguarding responsibilities across the organisation. Some of the existing champions have moved on or no longer perform this role. Chief Officers have been asked to nominate a Safeguarding Champion for their departments.
7. Chief Officers have also been asked to report to the Director of Community and Children's Services every six months on the discharge of their safeguarding responsibilities.

Corporate & Strategic Implications

8. The Corporate Safeguarding Policy contributes to a number of strategic objectives including:
 - Corporate Plan outcome one, and Departmental Business Plan – People feel safe and are safe
 - Children and Young People's Plan 2018–21 priority one – Our children and young people are safe and feel safe
 - Education Strategy 2019–23 – Education is safe, inclusive, supportive and empowering for all, regardless of age, background or circumstance.

Conclusion

9. The Corporate Safeguarding Policy is set in the context of the City Corporation's safeguarding responsibilities and duties. It gives guidance for staff, Members and commissioned services or contractors who may come across safeguarding concerns.
10. To ensure that the City Corporation's safeguarding responsibilities are being discharged across the organisation, Chief Officers have been asked to nominate Safeguarding Champions for their departments, and to report to the Director of Community and Children's Services every six months on how safeguarding responsibilities have been discharged.

Appendices

- Appendix 1 – Corporate Safeguarding Policy

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City of London Corporation

Safeguarding Policy

December 2019

Document status:	Final (updated December 2019)
Prepared by:	Simon Cribbens / Ellie Ward
Reviewers:	Pat Dixon and Ian Tweedie
Owner:	Chris Pelham
Approved by:	Safeguarding Sub Committee
Implementation date:	Ongoing
Review date:	December 2020
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Version:	4

Contents

1.	Purpose and Scope	1
2.	Wider Context	2
3.	Overview	3
4.	Safeguarding children and young people at risk	3
5.	Safeguarding adults at risk	4
6.	Signs of abuse	4
7.	Legal Framework	5
8.	What this means for our work	6
9.	Responsibilities of individuals	7
10.	Acting on concerns	8
11.	Responding to allegations made against professionals	9
12.	Oversight and challenge	9
Appendix 1: Safeguarding and key contacts		11
Appendix 2: Safeguarding champions		11

1 Purpose and Scope

- 1.1 This policy provides guidance for all City of London Corporation (City Corporation) staff, Members and individuals, consultants and agencies contracted by the City Corporation who may come across concerns regarding the safeguarding and protection of children, young people and adults at risk within the context of their work.
- 1.2 It supports the City Corporation in achieving Corporate Plan (2018-23) outcome 1: 'People are safe and feel safe'. It is relevant to the work contained in all corporate strategies that aim to impact children and vulnerable adults, from the apprenticeship strategy through to the volunteering strategy, and is key to ensuring that we are a responsible business.
- 1.3 The policy is relevant to all of the City Corporation's work it delivers, commissions and funds. In some cases, such as the schools and academies it sponsors outside the Square Mile, *statutory* safeguarding responsibilities will sit with the local authority in the area concerned but the City Corporation still holds some wider safeguarding responsibilities.

2. Wider context

2.1 This policy also sits in a wider context of safeguarding policies, procedures and guidance. This includes:

- the **London Safeguarding Children Board Procedures**

<https://www.londoncp.co.uk/>

- the **London Safeguarding Adults Board Policy and Procedure**

<http://londonadass.org.uk/wp-content/uploads/2019/05/2019.04.23-Review-of-the-Multi-Agency-Adult-Safeguarding-policy-and-procedures-2019-final-1-1.pdf>

- COL guidance on **safer recruitment**

<https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/HR-Topic-Recruitment.aspx#safeguarding>

- Range of information and guidance on **Safeguarding Children and Young People** from the City and Hackney Safeguarding Children's Partnership

<http://www.chscb.org.uk/>

- Range of information and guidance on **Safeguarding Adults** from the City and Hackney Safeguarding Adults Board

<https://hackney.gov.uk/safeguarding-adults-board>

- Guidance for **Charitable Organisations**

<https://www.gov.uk/guidance/safeguarding-duties-for-charity-trustees>

- Guidance on **Safeguarding Adults for Housing Staff**

<https://www.scie.org.uk/safeguarding/adults/practice/housing>

- Guidance on **Safeguarding in Public Places**

<https://saferlondon.org.uk/wp-content/uploads/2018/03/Safeguarding-in-Public-Spaces-Toolkit-March-2018.pdf>

3. Overview

- 3.1 It is a duty of the City Corporation to ensure that children and adults are safeguarded from harm.
- 3.2 Everyone has a responsibility to safeguard the welfare of children, young people and adults at risk, whatever the role of the individual, or the City Corporation service or department they work in.
- 3.3 Each department needs to be aware of how their staff interact with children and with adults at risk, providing appropriate training on safe working practices and on creating safe environments. Staff should be alert to any indications that a child or adult at risk may need to be safeguarded from harm and know who to contact if they have concerns.
- 3.4 Organisations the City Corporation contracts with will be required through the terms of their contract to have a similar policy in place for their staff as appropriate.
- 3.5 The significance of safeguarding to the wider organisation is recognised by its inclusion on the Corporate Risk Register and the development and adoption of this policy.
- 3.6 The City Corporation will work with the appropriate statutory bodies when an investigation into child abuse or a safeguarding adult's investigation is necessary.
- 3.7 For this policy to be effective it is essential that each City Corporation Department and related agencies and people working within them have an applied understanding of what safeguarding means, knows that safeguarding is everyone's responsibility, knows the signs and symptoms of potential harm, how to access safeguarding information, advice and guidance, and is committed to making an informed contribution to safeguard children, young people and adults at risk.

4. Safeguarding

- 4.1 Any allegations or concerns that children and adults may be suffering significant harm should be raised with the City Corporation's Children and Families service or Adult Social Care service. There is no such thing as information being given "in confidence" – there is a duty of care and legal responsibility to respond to safeguarding concerns or incidents.

Children and young people at risk

- 4.2 Safeguarding and promoting the welfare of children is defined as:
 - protecting children from maltreatment
 - preventing impairment of children's health or development

- ensuring that children are growing up in circumstances consistent with the provision of safe and effective care; and
- taking action to enable all children to have the best outcomes

4.3 The definition of a child and/or young person for the purpose of this document is anyone under the age of 18 years or under 25 years in the case of a child with Special Educational Needs or Disability (SEND).

4.4 It should be noted that a child has reached 16 years of age, is living independently or is in further education, is a member of the armed forces, is in hospital or in custody in the secure estate for children and young people, does not change his or her status or entitlement to services or protection under the Children Act 1989.

Safeguarding adults at risk

4.5 Adult safeguarding is working with adults with care and support needs to keep them safe from abuse or neglect. It is an important part of what many public services do, and a key responsibility for the City Corporation.

4.6 Adult safeguarding is aimed at people with care and support needs who may be in vulnerable circumstances and at risk of abuse or neglect. In these cases, local services must work together to spot those at risk and take steps to protect them.

4.7 An adult at risk is a person who is or may be in need of social care services by reason of mental or other disability, age or illness, and who is or may be unable to take care of him or herself, or unable to protect him or herself against significant harm or exploitation.

4.8 An adult at risk may therefore be a person who:

- is elderly and frail due to ill health, physical disability or cognitive impairment
- has a learning disability
- has a physical disability and/or a sensory impairment
- has mental health needs including dementia or a personality disorder
- has a long-term illness/condition
- misuses substances or alcohol
- is a carer, such as a family member/friend, who provides personal assistance and care to adults and is subject to abuse
- is unable to demonstrate the capacity to make a decision and is in need of care and support.

(This list is not exhaustive)

5 Signs of abuse

5.1 Staff will be able to recognise abuse. The main forms of abuse are divided into the following categories:

- **physical abuse** – including hitting, slapping, pushing, kicking, misuse of medication, restraint, inappropriate sanctions
- **sexual abuse** – including rape, sexual assault, sexual acts to which a person has not consented, could not consent or was pressurised into consenting
- **psychological abuse** – including emotional abuse, threats of harm or abandonment, deprivation of contact, humiliation, blaming, controlling, intimidation, coercion, harassment, verbal abuse, isolation, withdrawal from services or supportive networks
- **financial or material abuse** – including theft, fraud, exploitation, pressure in connection with wills, property or inheritance or financial transactions, or the misuse or misappropriation of property, possessions or benefits
- **neglect and acts of omission** – including ignoring medical or physical care needs, failure to provide access to appropriate health, social care or educational services, the withholding of the necessities of life such as medication, adequate nutrition, and heating
- **discriminatory abuse** – including racist, sexist, that based on a person's disability and other forms of harassment, slurs or similar treatment
- **organisational abuse, neglect and poor professional practice** - this may take the form of isolated incidents of poor or unsatisfactory professional practice at one end of the spectrum, through to pervasive ill treatment or gross misconduct at the other.

5.2 Children, young people and adults at risk can be influenced by those who would seek to radicalise them. The City Corporation has a legal duty to work to prevent people from being drawn into terrorism. This “prevent duty” is led by the Safer City Partnership but safeguarding children and adults from the risk of radicalisation extends to all staff. As such all staff should recognise the risk of radicalisation as a safeguarding issue and respond to signs of this as they would to other abuse.

6. Legal Framework

6.1 The City Corporation's local authority functions mean that it has an overarching responsibility for safeguarding and promoting the welfare of all children and young people in its area. The law requiring this is set out under the 1989 and 2004 Children Acts and complemented government guidance included in Working Together to Safeguard Children (July 2018).

6.2 For adults at risk the Care Act 2014 as well as the Mental Capacity Act 2005 sets out a clear legal framework for how local authorities and other parts of the health and care system should protect adults at risk of abuse or neglect. It includes a duty for the City Corporation to make enquiries, or request others to make them, when we think an adult with care and support needs may be at risk of abuse or neglect and they need to find out what action may be needed. The City Corporation is committed to Making Safeguarding Personal (MSP) by developing a safeguarding culture that focuses on the personalised outcomes desired by people with care and support needs who may have been abused.

7 What this means for our work

7.1 In their day to day work, officers employed by City of London Corporation will endeavour to safeguard children and young people and adults at risk by:

- reporting in a timely way any concerns or suspicions that a child or young person, or an adult at risk is being or is at risk of being abused.
- always giving a high priority to actions to protect a child or an adult from abuse
- reporting without delay concerns or allegations
- ascertaining the wishes and feelings of children and adults at risk, valuing them, listening to and respecting them
- sharing information about safeguarding and good practice with children, parents, adults at risk, carers, staff and volunteers
- sharing information about concerns with agencies who need to know, and involving parents and children or adults at risk and carers appropriately
- providing effective management for staff and volunteers through supervision, support and training
- providing senior management commitment and accountability to safeguard and promote the welfare of children and of adults at risk
- being clear about the authority's responsibilities for safeguarding and promoting the welfare of children and adults at risk
- involving adults at risk, carers, children and young people and families in planning and developing services
- ensuring services for children and adults at risk are safe and accessible
- attending staff training and continuing professional development
- following safe recruitment, vetting procedures and responding to allegations against staff
- providing effective inter-agency working to safeguard and promote the welfare of children and adults at risk
- reviewing our policy and good practice annually.

7.2 The City Corporation will support safeguarding work by ensuring all staff, Members and individuals, consultants and agencies contracted by the City Corporation:

- understand their legal and moral responsibility to protect children, young people and adults at risk from harm, abuse and exploitation
- have at least a basic understanding of child protection and adult safeguarding as part of their training and induction if they work directly with children and young people or with adults at risk
- understand their duty to report concerns that arise about a child or young person or adult at risk, or a member of staff's conduct towards a child/young person or adult at risk.

7.3 The City Corporation will ensure that any procedures relating to the conduct of staff are implemented in a consistent and equitable manner.

- 7.4 Safeguarding is delivered and achieved through good interagency and multi-disciplinary working within the City Corporation and with other organisations. Standards of practice in work with children, young people, adults at risk and their families or carers are regularly reviewed in line with relevant national Guidance.
- 7.5 Working effectively with partners and other agencies means:
- supporting the City and Hackney Safeguarding Children Partnership and the Safeguarding Adults Board to carry out their duties in partnership with other local organisations
 - commissioned organisations, including the voluntary sector, providing services to children, young people, adults at risk, their families or carers and to schools demonstrating standards of safeguarding compliant with those of the City Corporation, regional and national standards.
 - information is shared efficiently and effectively in respect of issues that may affect the safety and welfare of children, young people or adults at risk.
 - concerns are shared early in order to prevent any problems escalating.
 - ensuring that the City Corporation has a network of departmental safeguarding leads who can act as trained and accessible safeguarding advocates to support staff to make alerts.
- 7.6 Schools located within the City of London boundaries are invited to participate in the Safeguarding Education Forum with the Assistant Director People regarding safeguarding issues. Statutory safeguarding responsibilities for academies outside the Square Mile rest with the relevant local authorities.

8 Responsibilities of individuals

- 8.1 The Director of Community and Children's Services is the designated person with overall responsibility for safeguarding of children, young people and adults.
- 8.2 All employees of City of London Corporation and elected Members are to:
- understand and apply this policy and procedure in their activities
 - identify opportunities and undertake appropriate training to support them in their role
 - act appropriately at all times and be able to challenge inappropriate behaviour in others
 - be able to recognise harm
 - know how to report any concerns in a timely and appropriate way.
- 8.3 In addition, Chief Officers, senior managers and Safeguarding Champions of the organisation should ensure they have sufficient oversight of the City Corporation's safeguarding responsibilities particular to their areas. They should ensure they:
- have a working knowledge of relevant legislation and guidance with respect to safeguarding and promoting the welfare of children and adults at risk and how this applies to their department

- are responsible for communicating to all staff the importance of safeguarding and promoting the welfare of children and adults and that it is everybody's responsibility to do so
- hold managers within their department to account for the contribution of their services to safeguarding and promoting the welfare of children and adults at risk;
- have effective working relationships with other parts of the Corporation and with other agencies in order to safeguard and promote the welfare of children and adults at risk;
- report identified training needs of staff to managers with responsibility for staff training and offer opportunities to undertake appropriate safeguarding training
- that the policy and procedure is adhered to; and
- that all staff know how to access the whistle blowing procedures.
- Chief Officers will provide safeguarding assurance to the Director of Community and Children's Services every 6 months.

8.4 The responsibilities of the Safeguarding Champions are:

- to ensure that all staff in their department are aware of what they should do and who they should go to if they are concerned that a child/young person or adult at risk maybe subject to abuse or neglect
- ensure that any concerns about a child/young person or adult at risk are acted on clearly recorded, referred on where necessary and, followed up to ensure the issues are addressed
- to record any reported incidents in relation to a child/young person or adult at risk or breach of Safeguarding policies and procedures
- ensure staff in their areas know how to access the authority's local Safeguarding procedures
- ensure relevant staff access appropriate training if required
- ensure appropriate safeguarding procedures are in place within their specific setting that fit with this policy and the wider London Safeguarding Procedures
- act as an escalation point for Safeguarding issues or cases where the appropriate or perceived appropriate steps have not been taken and the risk remains
- ensure that staff have regard to safeguarding issues in their areas of work
- to be familiar with the contact details for safeguarding leads for adults and children in the City of London, or within the borough in which they operate.

9 Acting on concerns

9.1 If you are worried about:

- i. **a child or young person** who lives in the City of London call:

020 7332 3621 (Monday to Friday, 9am-5pm only)

Email: children.duty@cityoflondon.gov.uk

Or outside office hours (emergency only) call:

020 8356 2710

Email: emergency.duty@hackney.gov.uk

- ii. **an adult** who lives in the City of London call:

0207 332 1224 - Monday to Friday, 9am-5pm only

Email: adultsduty@cityoflondon.gov.uk.

020 8356 2300 - for all other times, including weekends and Bank Holidays

iii. an adult or a child or young person who lives outside of the City of London

Staff working outside the Square Mile who have concerns need to liaise with the Local Authority safeguarding arrangements in that area. Unless there is immediate risk of harm which requires an immediate response (i.e calling 999 as indicated below), they should be liaising with the local Children and / or Adult Social Care Services. If they are unsure, they should liaise with their line manager, their Service area's Safeguarding Champion or they can seek advice from the Corporate Safeguarding Lead.

9.2 If you think a child, young person or adult is at risk of immediate harm call 999.

10 Responding to allegations made against professionals

- 10.1 Where an allegation is made in relation to a professional working with children or young people you must contact the Local Authorities Designated Officer (LADO) Pat Dixon. You can make a referral by emailing **LADO@cityoflondon.gov.uk** or phoning 020 7332 1215.
- 10.2 Where an allegation is made in relation to a professional working with adults at risk you must contact the lead professional for safeguarding adults – Ian Tweedie. You can make a referral by emailing ian.tweedie@cityoflondon.gov.uk or phoning 020 7332 3129.
- 10.3 Any suspected immediate risk to any child or children, or adult at risk should be responded to immediately and the case referred to the Children and Families Team or Adult Social Care team using the contact details given below.

11 Oversight and challenge

- 11.1 Support, coordination and challenge of the City Corporation's actions, services and responsibilities to safeguard are overseen by the independently chaired City and Hackney Safeguarding Children Partnership and City and Hackney Safeguarding Adults Board. Annual Children's Safeguarding Audits are undertaken where all local agencies and organisations who provide services to children and young people are asked to self- assess the extent to which they meet the safeguarding requirements and standards as set out in Section 11 of the Children Act 2004. Similarly the City Corporation also completes the London Safeguarding Adults Partnership Audit tool.

Both of these have to demonstrate how the City Corporation discharges its safeguarding responsibilities across the whole organisation and agencies it works with.

11.2 Member oversight is provided by the City Corporation's Safeguarding Sub Committee.

Appendix 1: Safeguarding leads and key contacts

The Safeguarding Lead within City Corporation is the Assistant Director People.

Key contact numbers

Children's Social Care Services	0207 332 3621
Adult Social Care Services	0207 332 1224
Out of hours Children's Social Care	0208 356 2346; or 0208 356 2710
Out of hours Adult Social Care	020 8356 2300
Police Public Protection Unit	0207 601 2941 (or in an emergency 999)
NSPCC	0808 800 5000
Designated Officer (Allegations against a professional or someone working with children)	020 7332 1215

Appendix 2: Safeguarding Champions

Each department has its own Safeguarding Champion, who ensure sufficient oversight of the City Corporation's safeguarding responsibilities, including those outside of the local authority area and those which apply to its charitable elements:

Position	Department
Chris Pelham - Assistant Director People Pat Dixon – Safeguarding and Quality Assurance Service Manager Ian Tweedie - Service Manager, Adult Social Care and Safeguarding Lead for Adults	Community and Children's Services
	Town Clerk's
	Comptrollers and City Solicitors
	Chamberlains
	City Bridge Trust
	Culture, Heritage and Libraries
	Open Spaces
	Markets and Consumer Protection
	City Surveyor's
	Built Environment
	Barbican Centre
	City of London School for Girls
	Guildhall School of Music & Drama
	City of London School
	City of London Freeman's School

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Committee: Safeguarding Sub Committee	Dated: 10/02/2020
Subject: Aidhour Quality Assurance Report on Audits Completed December 2019	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Pat Dixon, Safeguarding and Quality Assurance Service Manager, Department of Community and Children's Services	

Summary

In December 2019, a team of four auditors completed a total of 19 audits on cases open to the Children's Social Care and Early Help services. There were two external auditors and two from the City of London Corporation. The audits were completed from the information that was held on the electronic recording system called Mosaic. The completed audits were reviewed by the Children's Social Care and Early Help Service Manager, Safeguarding and Quality Assurance Service Manager and the Assistant Director for People Services. The overall finding from these audits showed that there had been significant progress made regarding improved outcomes for children and families.

Recommendation

Members are asked to note the report.

Main Report

Background

1. The auditing cycle on Children's Social Care and Early Help cases has recently been changed from bi-annual to a quarterly basis. When audits were completed bi-annually, all the cases open to the Children's Social Care and Early Help Service were audited within the year, half in May/June, and the others in October/November.
2. The auditing cycle has now moved to being conducted on a quarterly basis, with three audits being identified from three social workers within the team each quarter. In total, nine audits are completed each quarter. This means that, within a two-year period, all cases open to the Children's Social Care and Early Help Service would have been audited. There will also be more thematic audits being completed, which will support a more targeted approach to identifying specific areas of practice.

Current Position

3. The audits completed show that there has been evidence of improvements in practice that can be directly linked to the positive impact of the City of London Corporation's investment in the systemic approach within children's services, particularly in the quality of social work assessment and supervision. Case files that were audited demonstrated positive, child-focused, reflective practice and the testing of hypotheses, with good quality interaction and intervention across most cases. Supervision takes account of the recommendations of Looked After Child reviews, previous audits and individual plans helping to keep things on track. The audits also identified that processes are followed, and interventions are compliant with statutory and practice requirements.
4. Areas for improvement included a focus on developing skills in the planning of visits to ensure that they were always purposeful in gaining an understanding of children's and family's lives. It was also acknowledged that the Social Work team were still learning and implementing the skills they had learned from the systemic practice. However, it was also identified that it was good to see that practitioners had the opportunity to consult with advanced systemic practitioners.
5. Assessments were being completed within timescales and were appropriately shortened or extended depending on the child's circumstances. There was evidence that some assessments would have benefited from more consistent engagement from fathers. In regard to Early Help service, the report identified that Early Help practitioners provided an excellent level of service.

Conclusion

6. There is clear evidence of the positive impact of the City of London Corporation's investment in the systemic approach within children's services, particularly in the quality of social work assessment and supervision. Audited case files demonstrated a positive, child-focused, reflective practice and the testing of hypotheses in good quality interaction and intervention across most cases. Supervision takes account of the recommendations of Looked After Children reviews, previous audits and individual plans, which is helping to keep intervention and planning on track.

Appendices

- Appendix 1 – City of London Corporation, Children's Service Case File Audits – Summary of Findings, December 2019

Background Papers

Quality Assurance Framework December 2020.

Pat Dixon

Safeguarding and Quality Assurance Service Manager

Department of Community and Children's Services

T: 020 7332 1215

E: pat.dixon@cityoflondon.gov.uk

City of London Corporation Children's Service Case File Audits – Summary of findings December 2019

1 Introduction and Methodology

- 1.1 A total of 19 cases were audited during the second half of December 2019 by 4 auditors – two external and two internal from the Corporation. Audits were based solely on a review of the electronic case file and focused on the period June – December 2019. This report provides a brief summary of the findings of these audits.
- 1.2 This report provides reflection on both outcomes and process components of social work practice in the City of London. At least one case from each practitioner was subject to audit. Cases that were audited were not graded.
- 1.3 Cases were broken down by case type as follows:
 - 1 early help case
 - 7 children in need cases
 - 5 child protection cases *
 - 4 looked after children **
 - 2 care leavers

*(including 2 recently closed cases who moved to another authority)

** (including 2 children subject to Placement Orders and placed for adoption)

2. Findings

- 2.1 Overall, the audits identify good and outstanding practice demonstrating positive practice development. It is apparent that the introduction of the systemic practice model earlier this year is making impact, particularly upon the quality of supervision. Case notes and supervision notes indicate greater reflection and testing of hypotheses about families.
- 2.2 Process is closely followed at every point of intervention on cases from referral to leaving care. Early help and CIN cases demonstrated that work is targeted and focussed in the right areas to support families. Management direction is written up as case notes, demonstrating



a clarity of process, although some most recent supervision notes have not been uploaded onto the Mosaic system.

- 2.3 There were no cases audited that required immediate notification to the team or service manager due to concerns or a need for remedial action noted by auditors.
- 2.4 Audits generally identified positive direct social work practice and partnership working. Positive relationship-based practice with young people is a strong feature of most cases and social workers work hard to engage and motivate looked after children and care leavers to fulfil their potential. There is evidence of the positive impact that this has on young people's lives. Most young people are seen regularly, are listened to and heard and their wishes and feelings are recorded in assessments, plans and reviews. These findings indicate sustained good practice and highlight positive practice developments from previous audit findings.
- 2.5 Visits are regular and within timescales, however, more attention should be given to ensuring there is evidence that visits are planned with specific outcomes in mind. Recording suggests the visits can appear to be opportunities to "check in" with young people rather than being more purposeful. This makes it difficult to see how some visits drive forward plans and make an impact. The visits tool under Practice Standard 5 in the Practice Handbook should be referred to and reflected in visit recordings. Summaries that are prepared ahead of LAC reviews and CP plans are very helpful in measuring distance travelled but the quality of recordings of the Core Group Meetings that were audited seemed less effective (77870, 77686).
- 2.6 There continues to be little evidence of tools being used to engage with children. We would suggest that visits should be clearer in their purpose, more frequent according to need and that children are seen in different contexts, for example in school and in a non-resident parent's household. We would also expect to see social workers using a variety of direct work skills and creativity. Again, Practice Standard 5 in the Handbook should be considered when planning direct work.
- 2.7 Detailed findings in each section are set out below.

a) Referral and Response

- 2.8 The quality of the few referral and contact forms that were audited as part of this process continues to be good. They are generally timely and appropriately detailed. However, questions remain about whether responses are always proportionate or over-reactive. For example, 71570 where the family had been referred previously following a suicide attempt and then re-opened to support a young person with developing a CV and applying for work when she was already engaged in education and in CAMHS service.



b) Assessment

- 2.9 Assessments take place within agreed timeframes – for example 10 days for CP cases and more if required to allow for more in-depth assessment in LAC or Care Leaver cases. It means that cases are considered quickly, and this reduces delay and drift. Extensions to timeframes are clearly authorised by the team manager.
- 2.10 Assessments are of good quality . It would seem this is partly due to the systemic training that the City of London have invested in.
- 2.11 Fathers are absent in some assessment reports (100291, 83526, 72697). Attempts are made to engage but these are not followed through and these attempts are often via text or email, rather than clear attempts to visit or meet with them. For example, in 83526, father’s work commitments are presented as justification for the worker not making stronger efforts to meet with him and therefore involve him in the assessment process, even though he is a significant member of the family unit and lives in the family home. This has been an issue commented on in previous audit programmes and some improvement is noted in this audit, for example in 77686 and his sibling 77687.
- 2.12 Whilst chronologies were found on all cases in the audit sample, these still tend to describe children’s services process events e.g. visits made, meetings held, case transfers, assessments completed rather than providing information on the child or any concerns at that time and the outcome for the child. This is a missed opportunity for practitioners to provide greater clarity about each child/family history and therefore inform the assessment process. The MOSAIC Chronology function is not well used.
- 2.13 Most case records have a risk assessment document completed. However, it appears that the risk assessment is often used as a “one-off” process and the assessment is not reviewed as new information becomes available. We would question whether the template is fit for purpose. The template limits the scope for analysis, evaluation and conclusion and it does not provide an option to comment on unknown risk or scale or grade risk. Furthermore, there is no capacity to evidence whether the assessment has been seen or authorised by a manager or to suggest what next steps should or could be followed to respond to identified risks and vulnerabilities. Auditors queried the purpose of the risk assessment document as it is not clear with whom this is shared or how the risk assessment document links in with supervision or the child’s plan.



c) Implementation and intervention

- 2.14 The Early Help practice audited was purposeful and well-focused on specific outcomes for children. The quality of intervention is very good and the consistent quality of supervision by the Early Help Coordinator supports strong and reflective practice.
- 2.15 Most cases have chronologies, genograms, photos and case summaries on them which are helpful and informative. Most have been updated in the past 6-month period.
- 2.16 Records are updated promptly, and case records are child focussed and detailed. Notwithstanding, some records are less clear about the impact of their interventions – for example, what has been learned from each contact/discussion and how it might inform on going direct work or plans or decision making processes and what still needs to be understood or explored further. This hampers their ability to demonstrate their “workings out” behind plans and other interventions (103751, 72697). However, auditors remarked that young people would be able to make sense of their histories when they access their own files post 18.
- 2.17 Visits are undertaken regularly and in timescale according to the type of case that was audited. Whilst children are routinely seen alone and intervention is child focussed, there is a mindfulness evident in some cases that parents need some support to enable them to bring their children up and this is helpful. However, there is little evidence that visits are rigorously planned with clear outcomes to be achieved and the impact assessed at the conclusion in several cases. This makes it difficult to assess whether visits drive plans forward and that intervention makes an impact to the child. No evidence of ecomaps was found in this sample and evidence of “showing the working out” and the preparation process was lacking. Often visit seem to be an opportunity for social workers merely to “check in”.
- 2.18 Case 84586 is a good example of where a social worker has worked hard to engage with a young person who frequently goes missing, to understand his pattern of behaviour and reduce (successfully) his missing episodes.
- 2.19 Case 103751 provides strong evidence of good quality direct work.
- 2.20 Placements for looked after children and care leavers are good quality and stable. There is evidence of good partnership working with Tenancy Support Officers (71813).
- 2.21 Children’s views and wishes were observed to be woven throughout records. This demonstrates that workers are considering the child’s world from their perspective.
- 2.22 The Prospects Service has been observed to be particularly helpful in supporting young people with their choices around education and transitioning to the workplace (72697, 77686).



d) Planning and Review

- 2.23 There was little evidence of contingency planning in the sample audited.
- 2.24 In the sample of LAC cases that were audited, there is evidence of good quality LAC reviews. LAC Reviews are recorded as a letter written to young people.
- 2.25 The IRO “footprint” is apparent on all but a very few files with evidence of timely midpoint reviews (94436 and 83206, siblings who have been placed with prospective adopters) and ongoing scrutiny and oversight by the IRO in specific case notes.
- 2.26 The Pathway Plan reviewed by an independent officer demonstrates good practice and is positive (71813).

e) Supervision and Management oversight

- 2.27 The quality of supervision has improved considerably since the previous audit. Supervision is held frequently and regularly although across all the cases audited, auditors found that most recently supervision had had not been updated on the file at the time of the audit (as at 23/12/2019).
- 2.28 Supervision records indicate careful and thoughtful consideration of children’s circumstances where hypotheses are developed and usually explored. Actions are set up to move cases forward although these are not always SMART and if these are not completed, they are simply moved to the next supervision date, with little challenge recorded as to why tasks are incomplete. That said, there is also evidence of robust tracking of actions which is effective (84586).
- 2.29 Key decisions are authorised, for example when assessments are signed off, although at times it would be helpful for analysis and rationale to be more detailed and explicit (103751).
- 2.30 Supervision takes account of previous audit recommendations and elements of plans to ensure that things are kept on track.
- 2.31 The “Top 3” meeting provides oversight and monitoring by top tier management and is a multi-agency process. This is effective for keeping track on specific cases and provides direction and SMART plans (72697). This case is also subject to consultation with a systemic practice consultant who offers to provide family therapy to support the parent-child relationship.
- 2.32 Furthermore, the Assistant Director meets with a looked after child (84586) in order to ensure his care was within expectations and follows up with a letter to confirm the contents of their



discussion and detail actions that still needed to take place. This demonstrates positive corporate parenting.

3. Conclusion

- 3.1 There is clear evidence of the positive impact of the City of London Corporation's investment in the systemic approach within children's services, particularly in the quality of social work assessment and supervision. Case files that were audited demonstrate positive child focused, reflective practice and the testing of hypotheses in good quality interaction and intervention across most cases. Supervision takes account of the recommendations of LAC reviews, previous audits and individual plans helping to keep things on track.
- 3.2 Processes are followed well and interventions are compliant with statutory and practice requirements.
- 3.3 Areas for improvement should include a focus on developing these skills into the planning of visits to ensure that social workers are purposeful and consider their impact and are able to move cases on more quickly and effectively. This will support the development of effective plans and help social workers measure progress. It is acknowledged that the social work team are still learning and implementing the skills they have learned and it is good to see that they are making use of consultation from advanced systemic practitioners.
- 3.4 Assessments are overall completed in timescale and timescales are appropriately shortened or extended dependent upon the child's circumstances. Assessments would benefit from more consistent engagement s from fathers when they play significant roles in the lives of their children.
- 3.5 Early help practitioners provide an excellent level of service.

Sally Mortimore
Aidhour
2 January 2020



Committee: Safeguarding Sub-Committee	Dated: 10/02/2020
Subject: Service Development Plan 2019–20	Public
Report of: Andrew Carter, Director of Community and Children’s Services	For Information
Report author: Rachel Green, Service Manager, Children’s Social Care and Early Help	

Summary

The Service Development Plan has been updated to provide evidence of progress in the last quarter with the work of the Children’s Social Care and Early Help Service.

The cover report highlights work that has had a good impact on children and families – for example, care leavers receiving their full financial entitlements such as having top-up funding for their winter fuel bills, and children with disabilities having a wider range of social and leisure opportunities available to them. The report also highlights where further drive to complete work is needed, such as finalising contracts for additional mental health support for unaccompanied asylum-seeking children (UASC) as they move into adulthood.

Recommendation

Members are asked to:

- Note the report.

Main Report

The Children’s Social Care and Early Help Service Development Plan

1. The aims sit under the five priorities in the Children and Young People’s Plan, which are:
 - a. **Safe:** our children and young people are safe and feel safe.
 - b. **Potential:** our children and young people have equal opportunities to enrich their lives and are well prepared to achieve in adulthood.
 - c. **Independence, involvement and choice:** our children and young people are co-producers of cultural and support services. They will have the resources to develop independence, and the empowerment to play an active role in their communities and exercise choice over their services.
 - d. **Health and wellbeing:** our children and young people enjoy good health and wellbeing.

- e. **Community:** our children and young people grow up with a sense of belonging as part of cohesive and resilient communities. They are able to create and participate in the cultural and creative opportunities available in the Square Mile.
2. The attached Service Development Plan (see Appendix 1) shows how each aim has been progressed over the last quarter. Following a review of this plan at the Achieving Excellence Board on 14 January 2020, some aims that are duplicated in the staff handbook have been removed to streamline the document. The Board also recommended focusing specifically on the impact of our work on children and families. In the 2020/21 plan there will be an 'impact' column to highlight embedded evidence.

The impact of our work on children and families in the last quarter

3. *Consistency:* as a result of the work undertaken by the Children's Social Care and Early Help Service in the last quarter, children should receive a more consistent service, as new and current social workers have a fully refreshed an up-to-date practice handbook and clear guidance.
4. *Financial wellbeing:* care leavers are receiving their full financial entitlements with, for example, additional funds to help with their winter fuel bill. This is because Tenancy Support and commissioned providers have received and are using our financial entitlement guidance.
5. *Value:* care leavers have said that they liked having the Deputy Team Manager chair their pathway plan reviews, and that they felt important as a manager was visiting them in their home.
6. *Clarity:* staff feedback is positive about the Deputy Team Manager chairing the first Child in Need (CIN) meetings. Staff have informally reported added confidence when there is conflict in working relationships. There was positive overall feedback from December audits on CIN planning quality. This means there was better and clearer planning for families.
7. *Speed:* young people have had a shorter wait for age assessment completion with the service returning to being provided in-house. The quality is better, and challenge and uncertainty are avoided.
8. *Choice:* families have more choice in short breaks for their children following joint commissioning work between the Children's Social Care and Early Help Service and that of the Education and Early Years' Service. More leisure opportunities gives children with disabilities a better chance of finding an activity that suits them.
9. *Quality:* young people can have confidence in their placements, and will not experience poor-quality provision as we have taken sub-standard providers off our list of options.

10. *Positive relationships*: children and young people continue to be able to contact their social worker easily and have good-quality relationships as their caseloads have reduced due to additional staffing. December audits show that relationships are a real strength of our work, and that our social work practice is having a meaningful impact on children's lives.
11. *Broader thinking*: systemic training and use of the systemic clinician is improving our thinking, offering opportunities for wider thinking, and looking for solutions within the family. Families have had the benefit of joint therapeutic work, and family feedback has been positive so far on the help offered.

Key achievements

12. Key achievements in the last quarter include, among others, development in our practice with children with disabilities.
13. *Children with disabilities*: joint work has taken place between the Children's Social Care and Early Help and Education and Early Years Services. Managers and frontline staff from both services have attended training together on special educational needs and disability (SEND), including on best practice in Education, Health and Care (EHC) planning. Further joint training and workshops are in the diary for this quarter, including the London SEND strategic managers and parent carer network. There is now a Social Work Lead in this area, and the service is piloting a pathway for children with disabilities. A children's disability workshop has been planned and arranged for the afternoon of Monday 10 February.
14. *Refugee Week*: a celebration focused on the theme of 'imagine' will take place after Committee on Monday 15 June. Members are invited to celebrate with young people at an event that will include poetry, drama, dance, music and food, all surrounded by flags of the countries our young people are from. All will work together to produce a large map of the world, covering where we are all from. Discussions are in the early stages with the City of London School as part of a further enrichment programme.
15. *Social work leads*: one of the challenges of having one Social Care team is ensuring that all areas of practice are covered. It is not practicable to train each staff member in all topics on a yearly basis. All staff are training in systemic social work practice, and time is precious. To ensure that our offer to families is of a consistently excellent quality, each social worker has responsibility for leading on an area of practice, and then sharing their expertise. Social work leads cover children with disabilities, gangs/child exploitation, UASC, modern day slavery, and adoption.
16. *Senior Social Worker*: proposals to build in recognition of experience and qualifications have been accepted, with the formation of a senior social worker increment. This is building towards our practice learning hub jointly with adult social care, and recognises the work of practice educators in our service.

17. *Group supervision*: this is taking place monthly, is well attended and valued by staff, including administrative staff who are supporting young people and families behind the scenes. Group supervision means there is a broad skills base. This leads to all staff contributing to thinking through a family situation, which builds expertise and allows for creativity.

Areas for development

18. Most of the actions are RAG-rated 'green' or 'blue'. None are rated 'red'. A few actions remain as 'amber' and need further work to be undertaken. Key areas include:
19. *Mental health*: currently our looked-after children have access to Child and Adolescent Mental Health Services (CAMHS), and we spot purchase bespoke provision where needed. Action 1 of the Health and Wellbeing section remains 'amber'. The plan that was being progressed at the last Committee was to access the Clinical Service at the London Borough of Hackney, with bespoke UASC support groups. That plan has now changed, and our Director of Community and Children's Services has requested a new plan to design a service with Coram and the Tavistock Centre. This action remains 'amber' as a proposal is awaited. Progress is tracked via monthly meetings between Commissioning and Children's Social Care.
20. *Social isolation*: key workers and social workers ensure that young people have access to local activities and are connected to community groups. Young people entering our care as UASC say that they are bored while waiting for education to start, and after education has started with so much free time, given full time courses ordinarily provide 15 hours tuition a week. Young people would like more trips across London and would like more opportunity to practise English-speaking skills to improve their social connections and advance in their careers faster. Our Commissioning team and Independent Reviewing Officer are progressing work to make this happen.
21. *Direct work with children*: practitioners have built up their use of the systemic clinician, and are using consultations to plan direct work. The clinician is undertaking joint work with practitioners, and the feedback is positive. For example, one family residing in the City has found the systemic family work really valuable and it has supported them in better communication within their home.
22. Our audits showed strong, relationship-based practice, but also that planning and undertaking direct work needed further development. Training/coaching sessions are planned with staff in February alongside promoting the uptake of consultation with the systemic clinician to boost confidence and ability in this area.

Conclusion

23. There has been strong momentum in our work over the last quarter, particularly in strengthening our work with children with disabilities, in extending the short breaks services available to families, and in fully embedding systemic practice.
24. December audits provided evidence of good management oversight of cases and excellent relational work. The next areas of focus are around direct work with children, extending our mental health and wellbeing offer, and enabling a fuller social and leisure timetable for our young people on entry to our care.

Appendices

- Appendix 1 – Service Development Plan 2019–20

Rachel Green

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Name:	Children's Social Care and Early Help Service Development Plan		
Duration:	April 2019-March 2020		
Relevant Strategies	Corporate Parenting Strategy/Early Help Strategy/Young Carer's Strategy/Children & Young People's Plan		
Board responsible for monitoring action plan:	Safeguarding Sub Committee/CSMT/DLT		
Owner:	Service Manager Children's Social Care and Early Help - Rachel Green		
Implementation Date:	Sep-19		
Review Date:	Jan-20		
Frequency of monitoring/reporting	Quarterly		
Aims:	The aim of this plan is to improve services for children, young people and their families.		
The plan is created with ideas from young people, staff, professionals and research:	<div> <div> Young people (Action for Children) Children and Young People's Plan IRO Annual Report Staff development action plan Staff workshop/survey/feedback Adolescent safeguarding self-assessment MACE-VAF Equalities Self-Assessment MH action plan Internal Audit Strategic Placement Group Moving to Excellence Board Ofsted 2016 & 2018 </div> <div> Carers strategy CAFCASS strategic meetings LAC-CL development group SEND inspection findings & action plan The Partnership Board (CHSCB Safeguarding Adolescents' Strategy) National Research Director & Member visit feedback QA Annual Report Multi Agency Case Audit (Partnership Board) City Youth Forum Service Area Commissioning Meetings Data dashboard </div> </div>		
People involved in delivering the plan:	Rachel Green Heather Smith Amanda Morres Sadie Carnegie	RG HS AM SC	Service Manager, Children's Social Care and Early Help Team Manager Children's Social Care Deputy Team Manager Children's Social Care Early Help & Short Breaks Lead
The plan is structured to follow the Children and Young People's Plan 2018-21			

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
Safe	1	All families have a clear reason for involvement in CIN process (Action for children)	Recruit DTM to chair first CIN meetings	Family feedback following first CIN planning meeting	Oct-19	RG	Sept: DTM in place, SM chaired first CIN meeting of most recent case.	Green
	2	Young people (care leavers) feel confident and able to manage their safety in their neighbourhoods (Action for Children)	Personal safety and managing risk in local area to be covered in keywork sessions and pathway plans	1. Audit of pathway plans show personal/locational safety discussed 2. Action for children shows YP better prepared re local risk.	Nov-19	RG	Nov: local safety and with IFAs local safety discussed. Safety session booked with Safer London CiCC in February half term.	Green
	3	Staff to have been on refresher contextual safeguarding training (QA Annual Report)	All frontline staff/managers to book on contextual safeguarding training.	Workforce development list evidences attendance.	Dec-19	HS	All permanent staff have had training.	Green
	4	Sir John Cass School to be confident on making a good quality referral (QA Annual Report)	Face to face meeting with Head of School.	1. Managers' Meeting Notes record this has taken place. 2. Audit shows good quality referrals from Sir John Cass School.	Oct-19	HS	Chris Pelham and Theresa Shortland have been to meet the head at Sir John Cass. No new referrals from the school.	Green
	5	Review triage of applying thresholds to tier 3/4 intervention (QA Annual Report)	Process Map for deciding thresholds and which team to hold case.	Process map in place.	Aug-19	RG	Sept: step up step down process agreed and in use.	Green
	6	Referral and contact forms fully evidence reason for decision (QA Annual Report)	TM, DTM and EH Lead refer to threshold document when recording initial decisions.	November Audit evidences quality.	Nov-19	HS/AM/SaC	Jan: TM has been more thorough (evidenced in audit) in decision making. New DTM is having induction on recording decisions.	Green
	7	Review the practice of, and guidance for, assessment planning and oversight (including s47 enquiries) (QA Annual Report)	TM and DTM further develop practice standards regarding s47 and assessment planning.	Practice Standards updated.	Dec-19	RG	January: practice standards have been updated and refreshed - these are now in the form of a practice handbook. A one minute guide to s47 is underway (3 page document in place)	green

8	2019 Vulnerability Profile to be developed (Adolescent Safeguarding SEF)	<p>1. City Police to update the Vulnerable Adolescents Profile to reflect available intelligence (including City Drugs Profile) and progress against 2018 recommendations</p> <p>2. A Contextual Safeguarding Assessment of the Square Mile to be completed bringing together intelligence from the VA Profile, City Youth Forum, Community Safety, Neighbourhood teams & intel from neighbouring LAs.</p>	<p>1. A completed profile that clearly distinguishes between City residents and non-residents.</p> <p>2. The profile is used across the partnership as an effective tool to improve safeguards and shape services</p> <p>3. A whole system understanding of the extra-familial risks and safety factors in the City</p> <p>4. A vulnerable adolescent action plan reflective of the findings</p> <p>5. Young People remain safe in the City</p>	Dec-19	RG/CoLP	Vulnerability profile has been updated, it includes drugs profile and county lines.	Green
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9	<p>Improve our response and service with children missing from care (Adolescent Safeguarding SEF)</p>	<p>1. Review application of missing from care procedures</p> <p>2. Review referral, conduct, recording and use of RHIs</p> <p>3. Commissioning to improve reporting requirement and contract monitoring of RHI provider</p>	<p>1. Social workers, managers, carers, provider and CiC have a shared understanding of what Missing means and what steps are taken safeguarding young people from going missing, when they are missing and when they return</p> <p>2. RHIs take place at the right time</p> <p>3. RHIs are reviewed by social workers and managers and inform safeguarding decisions</p> <p>4. RHIs are effective in keeping CiC safe</p> <p>5. RHIs are conducted according to requirements</p> <p>6. Barriers to achieving this are understood and addressed</p>	Sep-19	RG	<p>Jan 2020: Data shows good use of RHIs. Missing from care procedures have been updated. Contract monitoring has required data. Director and Service Manager have met with Action for Children on quality and timeliness of RHIs.</p>	Green
10	<p>Improve the support for vulnerable women and girls (Adolescent Safeguarding SEF)</p>	<p>In addition to the work on healthy relationships in education across City Schools, specialist support for resident women, girls and children at risk of violence and abuse needs to be agreed as part of the new VAWG strategy that is currently under development.</p>	<p>CYP exposed to or at risk of domestic violence and abuse within their families or in their own relationships receive effective specialist support to be safe and heal as needed</p>		RG	<p>Jan: VAWG strategy has been updated. This action is being led by the VAWG Board.</p>	Green

11	Confidence with online safety (Adolescent Safeguarding SEF)	<p>1. New members of the Children's Social Care and Early Help Service are introduced to and make good use of the Safeguarding Children in the Context of their Access to Technology and Use of Social Media strategy and handbook</p> <p>2. City Police to improve their awareness of social media platforms being used to exploit vulnerable adolescents to better identify emerging patterns/trends</p>	<p>1. Practitioners are equipped with the knowledge and resources to identify and respond to risks related to CYP's access to technology and use of social media. Review at MACE.</p> <p>2. Police can better detect and prevent abuse and exploitation of CYP online. Review at MACE.</p>		RG	Jan: practitioners and managers are booked on to CHSCP conference on online safety. Vulnerable adolescent profile includes online context.	Green
12	Children who are neglected in affluent families are identified and safeguarded (CAFCASS meeting, PSMT & affluent neglect research)	<p>1. Affluent neglect research is shared and discussed at a team meeting.</p> <p>2. Affluent neglect research shared with CAFCASS & CAFCASS representative invited to team meeting for discussion.</p>	<p>1. Minutes show discussion.</p> <p>2. Team calendar to have CAFCASS & Affluent Neglect research listed.</p>	Feb-19	RG	Jan 20: Affluent neglect training given to Education and Early Years team and social care and early help team. Referenced in casework. Research shared with CAFCASS.	Green
13	Contextual safeguarding to be a part of every risk assessment (Aidhour)	Refresh risk assessment tool and pathways in respect of contextual safeguarding		Sep-19	RG	Jan 2020: Data shows good use of RHIs. Missing from care procedures have been updated. Contract monitoring has required data. Director and Service Manager have met with Action for Children on quality and timeliness of RHIs.	Green
14	Children and families have a timely focussed experience within pre proceedings PLO work (QA assurance report Aug 19)	Each PLO case to be tracked via Permanency Tracking Meeting.	Audit shows work with families is purposeful and timely. Length of cases is owned corporately on the needs of the child.	Oct-19	RG	Sept: standard PTM agenda updated	Blue

	15	Young people get the best YOS service, to reduce risk of offending (Service area commissioning meetings & YJB)	Explore wider YOS service providers & review their effectiveness, to decide who to commission. Review specification for the YOS.	Procurement is complete and YOS (either same provider or new) is in place.	Dec-19	RG	Jan: contract in place for one more year.	Green
	16	Services with children at risk of exploitation have good quality data informing their practice (MACE/VAF)	To work with data team to reestablish data being available (with new data team) for every MACE/VAF meeting, with analysis of trends and patterns.	1. Minutes of MACE/VAF evidence data usage. 2. Data analysis is presented in the City's Vulnerability Profile.	Mar-20	RG	Jan: performance data has been missing from MACE/VAF from children's social care whilst systems improved. Performance have been invited to next meeting.	Amber

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
Potential	1	Young people (care leavers) to have practice opportunities managing finance (in addition to individual keywork sessions) (Action for Children)	To look at training and practice options for running a home, beyond keywork sessions.	To have a clear scheme in place	Oct-19	RG	Jan: this is being partly pursued via keywork sessions, needs more development, IRO is leading.	Amber
	2	To build expertise in direct work that supports resilience and wellbeing (QA Annual Report)	1. Systemic practitioner to support, coach and teach direct work skills. 2. To support before, during and after visits.	1. Systemic practice review evidences input. 2. Audits show effective direct work.	Mar-20	RG	Jan: systemic practitioner very well used, good direct work seen with the practitioners. This needs to be improved and training sessions are booked in in February.	Amber
	3	Improve the timeliness and quality of age assessments (Adolescent Safeguarding SEF)	Phase out use of current contractor and train all social workers to age assess inhouse.	1. Age assessments to be completed in 6 weeks of arriving in City. 2. CYP are safeguarded, asylum seekers receive age appropriate support and services and resources are well distributed.	Nov-19	RG	Sept: staff booked on to training, 2 staff are mid age assessment. Poor performance notice service on our current contractor.	Green
	4	Develop identification and response to adolescent neglect (Adolescent Safeguarding SEF)	Bespoke training to be arranged for social worker and consideration to be given to rolling this out the Education Safeguarding Forum	Agencies recognise signs and symptoms of adolescent neglect and know how to respond. CYP are kept safe & families supported.	Feb-20	RG	Jan: needs follow up, needs to fit within intense training plan for staff. Suggest in new financial year.	Amber

5	Pathway plans are written with the young person, and include health, keywork and educational input post 18 (Review of Pathway plan process)	Invite & consult prospects (Kim), health, education and keyworkers to each pathway plan review.	Audit in January shows multi agency contribution.	Jan-19	HK		green
6	Members are well trained as corporate parents (Members request)	Provide formal training, with resources that can be stored and used again.	Committee minutes evidence training took place.	Oct-19	RG	Jan: training completed in the last quarter.	Blue
7	That each care experienced young person has a champion in the Corporation. (CIC/CL development group)	Care experience development group to explore how to best pursue the idea of champions, and put a paper to CSMT about how to make it happen.	1. Paper was presented to CSMT. 2. Champions to be invited & every young person has a champion.	Oct-19	RG	Jan: this is still work in progress. VSH taking this forward.	Amber
8	Young people have timely age assessments that are of good quality (Service area commissioning meetings & service feedback)	1. Work with commissioning to issue poor performance notices/speed up work using commissioned providers. 2. Use a mixed model of ISW/internal social workers able to conduct age assessments whilst the rest of social workers are trained.	1. All age assessments are completed within 28 days of age being identified as a concern. 2. Training and development records evidence all frontline social workers trained in age assessments.	Sep-19	RG	Jan: age assessments are now being undertaken by team and the remaining are going on training. Poor performance notice issued to current provider. Team (bar one) are trained to do this work.	Blue
9	Staff team are up to date with home office & best practice with UASC (Service & team manager)	Team manager to attend LASC meetings, and use knowledge in 121 and team meetings. DTM to attend in TM absence.	121 record of TM evidence attendance & discussion. Team meeting notes evidence input from LASC/home office.	Sep-19	HS	Jan: TM attends LASC meetings and training.	Green

	10	Care leavers have access to internships (Service manager & DFE internship offer)	Share details of the DfE internship offer and promote with managers.	CiC/CL development group evidences review of consideration of internship offer and if it is suitable for any YP.	Sep-19	RG	Jan: details emailed to team. YP want further work opportunities and are frustrated by ESOL.	Amber
	11	Care leavers have access to internships (Service manager & DFE internship offer)	Review any immigration barriers to internships/apprenticeships and formally raise access to services as an equalities issue with DLT & equalities lead.	DLT minutes evidences structural inequality raised (if found).	Dec-19	RG	Jan: Town Clerk and Director DCCS met CiCC young people who were clear that they struggle with having to do so much ESOL before being able to work.	Amber
	12	Young people in care and care leavers know what they are entitled to. Staff are confident on entitlements (Service Manager & CiCC)	Send current entitlements sheet to all CiC/CL and to their keyworkers.	Case notes show this has been sent	Sep-19	RG	Jan: this is on our website, has been sent to tenancy support & our keywork providers. Is being taken by SWs to young people on visits.	Blue

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
Independence, involvement & choice	1	Capture feedback from children and parents in CP process (Action for Children)	Review feedback options. Capture MOMO feedback)	One page assurance report to CSMT October	Oct-19	HS	Jan:	Green
	2	Leaving Care Guidance booklet to be used by young people (Service Manager)	Leaving care guidance to be shared with keyworkers, fostering agencies, young people & referred to in CiC reviews and visits)	1. Action for children 2020 survey shows good use/knowledge 2. IRO report 2020 shows good use and knowledge	Aug-19	RG		Green
	3	Young people use their pathway plans (Action for children)	Recruit DTM to chair post 18 pathway planning meetings.	Audit of pathway plans show multi agency use and involvement	Nov-19	RG		blue
	4	Every young person knows about advocacy service (Action for children)	DTM writes practice standard on advocacy service. Info into a welcome pack.	1. Welcome pack includes info on advocacy service 2. Recorded in CiC/CL service improvement group minutes	Dec-19	HS		Green
	5	Clear options publicised for older children with SEN (Action for Children)	Conclude the commissioning process for short breaks & share services on offer.	Local offer page to list services available.	Oct-19	SaC	Sept: process complete. Info needs to be published.	blue
	6	Short break guidance entitlements to be published (Action for Children)	Once agreed, short break guidance to be translated into Easy Read.	Easy read short break guidance to be published in pamphlet form and on web.	Oct-19	SaC	Sept: process complete. Info needs to be published.	blue
	7	Welcome pack to include the purpose of different meetings, photos of workers and their roles (QA Annual Report)	1. Photos and short role descriptions to be collated 2. Short description of PEP/Pathway Plan/medical/health history/CiC	Printed packs available	Sep-19	RG		Amber

8	Strengthen Equalities and Inclusion (Equality & Inclusion SEF)	Monitor consultation, engagement and involvement activities/events by protected characteristics	CiCC meetings, annual celebration, annual survey and audits are monitored in respect of the protected characteristics	Oct-19	RG	Jan: iin place	Green
9	Review and broaden Short Breaks Offer (SEND inspection 2018)	Finalise Short Breaks Statement and Guidance	1. Guidance and offer are on CoL's website. 2. Easy read booklets are in print available for families	Sep-19	SaC	Jan: statement & offer agreed. Has been translated into easy read and on website.	blue
10	Strengthen service with SEND (Service Manager)	Complete short break commissioning with LB Hackney, to provide comprehensive offer	There is a list of activities that is accessible for parents to use	Sep-19	SaC	Sept: Sadie has completed commissioning work, is visiting successful providers in September.	blue
11	Children and Young People have a say in the service they access (Principle of Co production)	Mind Of My Own app usage is promoted in 121s, team meetings and via IRO/CP chair	CiC/CL development group receives data to evidence usage on a quarterly basis	Sep-19	RG	Jan: IRO promotes.	Green
12	Care experienced young people are fully aware of our pledge (Action for children)	The pledge to on managers' meeting timetable twice per year. Managers to use pledge in 121.	Meeting minutes evidence discussion. Audit shows use of pledge in 121s	Jan-19	RG	Jan: on meeting agenda	Green
13	Care experienced young people are fully aware of our pledge (Action for children)	The pledge to on team meeting timetable twice per year to raise profile	Social work visit write ups show use of pledge. Action for children survey 2020 shows care experienced young people know about the pledge	Mar-20	HS		Amber
14	Young people in care and care leavers know the names, roles and faces of all social care staff, as there have been staff changes (CiC/CL development group)	1. Create a one page sheet of staff roles and info. Send out with entitlements sheet. 2. Translate the staff sheet into our main languages. 3. Add the staff sheet to welcome bags.	1. Case notes show this has been sent 2. Case notes of any new CiC show this has been given. 3. A check of the bags in the social work team cupboard evidences this.	Sep-19	RG	Jan: needs translation	Amber

	15	All children accessing any part of our service to be able to access an advocate on their behalf if they require this (Service Manager)	Extend contract with Action for Children to include CIN/CP children.	Contract variation in place.	Dec-19	RG	Jan: commissioning are progressing this following social care/commissioning service meeting in Jan.	Green
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Health & Wellbeing

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
Health & Wellbeing	1	Improve mental health and wellbeing of UASC looked after children (Adolescent Safeguarding SEF/CiC & CL Service Improvement Group)	In recognition of the significant trauma, separation and loss experienced by UASC and the challenges to securing mental health services across all LAs and CCGs, the City needs to progress plans to reinstate and develop their arrangements with Hackney CAMHS to provide an extended service that covers all consenting UASC with a baseline assessment and or look at what an excellent service provision would look like.	1. The mental health and emotional wellbeing of UASC in care is better understood and supported 2. UASC in care receive equal access to an initial assessment irrespective of their placement location	Aug-19	RG	January 2020: Service Manager had worked with Hackney on a proposal ready August 2020. Director decided against that proposal and has sought a new option via Coram/Tavistock. Joint meeting held early January. Awaiting a proposal. Tracked in monthly commissioning/service manager meetings.	Amber
	2	Children In Care Council knows about mental health support (PSMT)	Invite Clare Yassin (MH Clinical lead) to meet the CiCC and discuss support available.	Minutes to show input, and discussion with young people.	Nov-19	RG	January 2020: overall health session has taken place. Mental health session is booked in for the February half term.	Blue
	3	All looked after children and care leavers have their birthdays acknowledged by the Lord Mayor and social work team (Lead member & director feedback)	Team support officer provides two addressed cards for the Lord Mayor and social worker to write in and sign, and send for every child looked after and care leaver.	Team support officer log evidences posting. Social work visit notes reflect birthday celebration.	Aug-19	RG	Sept: system in place.	blue
	4	Semi independent accommodation is safe and of good quality (national review/strategic placement group recommendations)	SWs and TMs report on quality of placements to commissioning & QA. SM to oversee with strategic placements group.	Strategic placement group minutes evidence staff reporting around quality.	Aug-19	RG	current and ongoing. CIC CL meeting agreed to survey YP on placement stability and a QA review of the placement breakdowns.	Green

5	Semi independent accommodation is safe and of good quality (national review/strategic placement group recommendations)	EDT are reminded of the agreed placement list and reminded about providers not approved.	No young people are placed by EDT with non approved providers	Sep-19	RG	Sept: 2nd reminder to EDT to use only preferred providers.	Green
6	Children in care receive timely good quality health provision overseen and monitored by LAC Health provision (CiC/CL development meeting)	1. Ensure quarterly health reports the impact of nurses reviewing and owning LAC health medical actions on City CiC health are provided. 2. Review health reports at the CiC/CL development group.	1. CiC/CL development minutes reflect CiC health report discussions. 2. One page health assurance report to CSMT	Dec-19	RG	Sept: on agenda for CiC/CL group agenda. Nov: foster carer got lost (Bajram Sela) and Ansu Kallon (due 27 Sept/happened 10 Oct)	Green
7	Children in care fully understand medical intervention (Director)	Face to face interpreters are booked for any operation. Practice standards are updated to show this.	Children's files show a face to face interpreter was booked and used.	Sep-19	RG	Sept: one YP had interpreter for planned op. Doctor impressed and happy with provision. Op cancelled due to NHS staff shortages. Will rebook face to face interpreter when rescheduled.	Green
8	Young people have a choice of support services, including wellbeing (Feedback from MH steering group)	Arrange access to the Clinical Service, Hackney, which will give a range of therapeutic input options across all levels of need, if open to children's services in City.	Commissioning arrangements in place. Contract list evidences this.	Nov-19	RG	Jan: See action 1 above.	Amber
9	Young people have a choice of support services, including wellbeing (Feedback from MH steering group)	Arrange care experienced young people have access to UASC specific group wellbeing work, hosted in the City.	Commissioning arrangements in place. Contract list evidences this.	Nov-19	RG	Jan: See action 1 above.	Amber

	10	Support and advise UASC young people in our care in their asylum seeking process (Service Manager)	Deputy and Team Managers to use their knowledge around immigration to support staff.	Case records evidence good immigration awareness, and evidence good use of advocates and lawyers.	Mar-20	HS	January 2020: Lead UASC social work in place. Team manager fully conversant in migration related work and participates in LASC monthly meetings. Audit evidences good timely work for young people.	Green
	11	Care leavers will be supported to make use of their health histories in their pathway plan reviews (Service Manager)	Deputy Team Manager to use health history in post 18 pathway plan review meetings.	Audit shows reference to health histories in pathway plans.	Mar-20	RG	Gerturde looking at health histories MS, AT, TN.	Amber
	12	Continue to improve our understanding of the cultural practices and lifestyles of the young people in our care (Service Manager)	1. Have a lead social worker for UASC. Use group supervision to explore the GRRAAACCEEESSS. Promote cultural learning. 2. DTM to ensure culture and heritage are well explored in pathway plans.	Audit shows cultural competency	Sep-19	HK	Sept: Roxanne is the lead social worker for UASC DTM in place	Amber

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
Community	1	To see if a learning hub for children with SEN is feasible (Action for Children)	SEND Co Production group to look at if a learning hub is a possibility in the City, if not, to link with another LA.	Co Production Minutes evidence discussion and outcome.	Oct-19	SaC/R G		Amber
	2	MACE/VAF to include wider community reach (Adolescent Safeguarding SEF)	1. Updated terms of reference to be finalised and shared. 2. Forum membership to be extended to include representatives from the Neighbourhood teams, community centre managers and public health. 3. Access problem profiles of neighbouring Las	1. Remit, objective, governance and expectations of the forum is clear. 2. Effective information sharing, problem/solution identification, and impact as a result of having the right people around the table 3. The City is informed of risks on its border and agencies work across boundaries to prevent and safeguard CYP at the earliest opportunity	Dec-19	RG	Jan: TOR updated. Community reps & housing have been invited to MACE. Gangs profile of Tower Hamlets in place. Rory from Safeguarding Children's Partnership attended.	Green
	3	Community group safety (CiC/CL Service Improvement Group)	Contact the Refugee Council and LASC for intelligence on the Sudanese Centre in Shepherds Bush and follow up any leads.	Young people to be safe in community group.	Aug-19	RG	Jan 2020: this aim is now closed. Despite research there are no further leads. Work is being undertaken 121 and in the CiCC on location based safety.	Blue
	4	Strengthen Equalities and Inclusion (Equality & Inclusion SEF)	Undertake a service-level review policy & practice on the monitoring of service delivery by protected characteristic	To review what each service monitor (and by what protected characteristics) across their existing service provision	Mar-20	RG		Amber
	5	Strengthen Equalities and Inclusion (Equality & Inclusion SEF)	Set clear equalities targets/objectives, linked to team, service and Departmental equalities targets/KPIs via appraisal process.	KPIs met in commissioned services, equalities targets are reflected in appraisal.	Oct-19	RG		Amber

	6	Strengthen service with SEND (Service Manager)	Service manager to be on mailing list for London SEND strategic managers & parent carer network.	Emails received. Management meetings evidence learning from the network.	Aug-19	RG	Jan: Rachel is on mailing list. Sharon C is going to the Network meetings on behalf of the City.	Blue
	7	Strengthen service with SEND (Service Manager)	Team Manager to attend SEND panel, to share/develop learning.	SEND panel minutes evidence engagement & involvement. Audit shows good management oversight re: SEND.	Aug-19	HS	Jan: Now systemic classes have finished, Heather attending each. Audit show good oversight on SEND.	Blue
	8	Strengthen service with SEND (Service Manager)	Social worker to be practice lead for children with disabilities	Team meeting minutes evidence lead. Audit shows strength of work with SEND.	Aug-19	HS	Jan: Georgina is the practice lead, November audits very good. Joint EEE & CSC & EH disability workshop in place 10 Feb.	Blue
	9	To fully make use of the Mental Health Strategy, the Carer's Strategy, the Workforce Development Strategy, the SEND strategy, the sufficiency strategy, the health and wellbeing strategy, VAWG strategy, social wellbeing strategy, the Early Help strategy (DLT)	To provide updates on each of the actions set out in the corresponding action plans.	Action plans for each strategy evidence engagement and activity.	Sep-19	RG	Sept: Rachel provides updates to the 9 other action plans relating to the strategies the service is linked to.	Bue
	10	To give every child known to our service the best start aged 0-4 (People Dept development)	Early Years Adviser to promote pilot of childcare affordability, to allow access for EH/CIN/CP edge of care.	EH/CIN/CP plans with children aged 0-4 show this.	Dec-19	SaC	Jan: Pilot has been agreed. Publicity will be out 27 Jan.	Green
	11	Our children and young people grow up with a sense of belonging as part of cohesive and resilient communities (Service Manager & ideas following enrichment project).	Link with care leaver lead at the Barbican. Meet with Strategic Director for Education, Culture and Skills to generate ideas for our children in need)	Managers' meeting notes evidence link. New opportunities in place for all our children/young people.	Oct-19	RG	Jan: IRO is taking lead on linking with cadets, scouts and other leisure activities to promote wellbeing particularly when new to UK.	Amber

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
System Development	1	Audit process to be improved and support service development (Staff Feedback)	1. Service manager to share staff views, and seek to amend process so learning is manageable and sustained, reducing staff anxiety and to be aligned with systemic practice. 2. Professional judgment supported (staff feedback) 3. Confidence as a system around safety. Corporate risk management (staff feedback)	Audit framework reviewed.	Aug-19	RG	Jan 20: new audit cycle in place, which is proportionate to staff. Systemic clinical used well. Systemic day planned.	Blue
	2	Staff team share expertise and learn from one another (staff feedback)	Group supervision to run on a monthly basis. Pilot DTM to cover for TM where needed to ensure this runs.	Group supervision minutes/photos to be on shared drive.	Sep-19	HS	Jan: group supervision fully embedded. Formal minutes are purposefully not taken.	Blue
	3	Children and Families have cases reviewed from a lifespan perspective (People SMT away day 2019 & staff feedback)	People department group supervision to be booked in every other month.	1. Supervision notes show multi agency input. 2. Formal review of People Dept group supervision after 6 months	Sep-19	HS	Jan: one whole dept case discussion took place. This has not been sustained due to competing pressures and will be reviewed at PSMT.	Amber
	4	Strengthen culture of trust and support from senior leaders (Staff feedback)	Service manager, Assistant Director & Director to systemically review how to provide oversight and challenge.	Staff feedback shows clear understand of role, remit and decision making by senior managers.	Sep-19	RG		Amber
	5	To cover areas for team development in a manageable way that reduces anxiety (Workforce survey & service manager feedback)	12 month team meeting topic calendar to be created, to reference learning and development activities. Themes from audit feedback are covered in a manageable way.	A calendar is in place for the academic year 2019/20	Sep-19	RG	Sept: calendar in place	Green
	6	Young people receive a consistently good service from children's social care and early help. A thorough induction is in place to enable to workers to be in a position to support young people well (Staff feedback)	Review the comprehensive induction plan that took place in May/June 2019. Review qualitatively with each new staff member.	Paper on induction to CSMT with recommendations for improvement.	Nov-19	RG	Jan: feedback on formal induction session was good. Paper still needed.	Amber
	7	Support and advise UASC young people in our care with their asylum seeking process (Service Manager)	Have a named lead social worker for UASC.	Structure chart names the lead social worker for UASC	Sep-19	RG	Sept: Roxanne is the lead social worker for UASC	Completed

Section	Ref	Specific aim:	Action:	Measure/outcome:	Due	Lead	Comments:	Green
Ofsted	1	Ofsted 2018 recommendation 1: Risk assessments to more clearly articulate measures to address and minimise risk (kept in to ensure on- going oversight)	DTM to audit/improve risk assessment before and after every CIN plan/pathway plan review.	Audit shows consistently good quality risk assessments.	Sep-19	HK	Jan 20: risk assessment template updated by systemic practitioner. Use has increased and audit feedback good where it has been used. Needs to be more embedded. Staff feedback is that this is a lengthy process, and TM is modelling quicker work.	Green
	2	Ofsted 2018 recommendation 2: The more explicit and consistent demonstration of young people's involvement in preparing their pathway plans (kept in to ensure on- going oversight)	Pathway plan reviews only signed off by manager if young person's voice clear all the way through and shared with young person.	Audit evidences young people have been given their pathway plan and voices come out throughout.	Jul-19	HK	Jan: reviews chaired by IRO and include young person.	Blue
	3	Ofsted 2018 recommendation 3: The supervision of social workers to consistently demonstrate reflective, analytical supervision and clear management oversight. (kept in to ensure on- going oversight)	Apply and review the supervision policy 2019. Service Manager to review team manager supervision. Practice observation to include supervision.	Audit evidences good quality analytical supervision. Observation evidence shows analytical supervision.	Sep-19	RG/HS	Jan: December audits show regular and good quality supervision. Observation has taken place with constructive feedback that was valued by TM.	Blue

	4	2016 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. (kept in to ensure on- going oversight)	<p>1. Review and revise layout of Early Help plans in partnership with Multi-Agency Practitioner Forum (MAPF)</p> <p>2. Refresher training to take place re SMART planning , ensuring plans consistently have clear, measurable outcomes that are child focused and measurable thereby better supporting monitoring and evidencing progress</p> <p>3. Audit of all plans (CIN, CP, CLA, Pathway Plans, PEPs) to ensure that they are consistently SMART with clear outcomes that are child focused and integrate CYPs views</p>	<p>1) Written plans for children are consistently SMART</p> <p>2)Children and young people's views are incorporated</p> <p>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</p>	Sep-19	RG	<p>Sept: New EH assessment and plan in place. Audit showed clear SMART early help plans.</p> <p>August: training is in place for social workers and managers together on September 19th.</p>	Completed
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5	2016 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 manager's rationale for ceasing or continuing support. (kept in to ensure on- going oversight)	1. Renewed CIN process (with TM chairing first review, and SM chairing the third) to be evaluated to evidence purposeful work. 2. Continue to 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. TM provides a sample good practice chronology for team usage. 3. Refresh new team members (with CAFCASS) on the aflurence in neglect research, and put in time in managers' meeting to review.	1. Audit shows oversight and threshold usage 2. No drift on cases 3. Chronologies are updated every 3 months. 4. Staff are fully aware of the research and can identify where this may be a feature in case direction.	Aug-19	HKSaC	Sept: in place. Jan 20: audit shows good case oversight. Chronologies mostly completed every 3 months. One day a month writing and reflection days have been build in to SW diaries.	Green
6	2016 Ofsted recommendation 3: Ensure that permanency planning records include a record of decisions about legalpermanence for children, along with the rationale for these decisions. (kept in to ensure on- going oversight)	Draft child/language friendly version of process which will be led by practioners and IRO	CYP able to articulate understanding of why decision is made re. permanence	on-going	RG	Fully embedded. The minutes do not reflect the fullness of the case discussions at present. This area to be looked at with Team Support Officers.	Green

	7	2016: Ofsted recommendation 4: Expedite the provision of health histories for all care leavers (kept in to ensure on- going oversight)	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.	1) All Care Leavers are able to clearly articulate how it is used to assist their healthcare	on-going	RG	All young people who turned 18 have been given their health histories. These need to be actively and consistently used in pathway planning.	Green
	8		QA report to be undertaken by Anna Jones CLA Designated Nurse to evidence this is embedded in practice and that CYP understand the purpose of their individual health records and are encouraged and enabled to use them as a useful running record of health and health care.	CiC/CL development group minutes show audit is presented.	Sep-19	RG	Jan 20: Anna has completed health audit & has run a session with social workers about UASC and health.	Green
	9		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.	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.	n/a	RG		Completed
	10	2016 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. (kept in to ensure on- going oversight)	Continue to invite members to visit young people in their placements (with a social worker), the CiCC, annual award ceremonies and meet young people at the annual Committee Dinner.	Members know their responsibilities well and know our young people.	on-going	RG	Invites are in diaries for this academic year.	Completed

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