Dear Member,

This is formal notice advising you of the above meeting. The Agenda is set out below. Supplementary Items will only be added if the Chair considers them urgent.

Martin Esom
CHIEF EXECUTIVE

MEMBERSHIP:

Chair: Councillor Ebony Vincent
Vice Chair: Councillor Saima Mahmud
Councillors: M. Fitzgerald, B Mill and N. Russell

Non-elected Voting Members:
Rob Fox Anglican Church
Allison Emmett Parent Governor
AGENDA

1. APOLOGIES FOR ABSENCE AND SUBSTITUTE MEMBERS

2. DECLARATIONS OF INTEREST

Members are required to declare any pecuniary interests they or their spouse/partner may have in any matter which is to be considered at this meeting.

Pecuniary interests are defined as:

- Any employment, office, trade, profession or vocation carried on for profit or gain;
- Any payment or provision of any other financial benefit (other than from this authority) made or provided within the relevant period in respect of any expenses incurred by a councillor in carrying out duties as a councillor, or towards that councillor’s election expenses, including any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992;
- Any contract which is made between the councillor and/or their spouse/partner (or a body in which the councillor and/or their spouse/partner has a beneficial interest) and this authority under which goods or services are to be provided or works are to be executed; and which has not been fully discharged;
- Any beneficial interest in land which is within the area of this authority;
- Any licence (alone or jointly with others) to occupy land in the area of this authority for a month or longer;
- Any tenancy where (to the councillor’s knowledge) the landlord is this authority; and (b) the tenant is a body in which the councillor and/or their spouse/partner has a beneficial interest.
- Any beneficial interest in securities of a body where that body (to the councillor’s knowledge) has a place of business or land in the area of this authority; and either the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or (ii) if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which the councillor and/or their spouse/partner has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

3. PUBLIC PARTICIPATION

4. MINUTES (Pages 1 - 5)

The Minutes of the meeting held on 16 May 2012 are attached for confirmation. (Attachment)

5. COUNCILLOR CLARE COGHILL
Councillor Clare Coghill, the newly appointed Cabinet Portfolio Holder for Children and Young People, has agreed to attend to present her priorities and objectives for the forthcoming Municipal Year. Members questions are invited.

6. **DEPARTMENT FOR EDUCATION DATA (Attached)** (Page 6)

7. **ANNUAL REPORT LOCAL CHILDREN'S SAFEGUARDING BOARD (Attached)** (Pages 7 - 40)

8. **STEP UP PLAN (Attached)** (Pages 41 - 80)

9. **CARE LEAVERS SERVICE (Attached)** (Pages 81 - 84)

10. **EXPERIENCE OF EXPANDED SCHOOLS**

    This report was not available for despatch with the main circulation and will be forwarded to Members under a separate cover.

11. **SCHOOL IMPROVEMENT STRATEGY**

    This report was not available for despatch with the main circulation and will be forwarded to Members under a separate cover.

12. **WORK PROGRAMME** (Pages 85 - 97)

    Members and key partners will be asked to consider and contribute to the forward work plan for the remainder of the municipal year. (Attached)
LONDON BOROUGH OF WALTHAM FOREST

MINUTES OF THE MEETING OF THE CHILDREN AND YOUNG PEOPLE
SCRUTINY SUB COMMITTEE

WEDNESDAY 16 MAY 2012

PRESENT:
Sub Committee Members
Councillor Ebony Vincent (Chair) (EV)
Councillor Nicholas Russell (NR)
Councillor Marion Fitzgerald (MF)
Councillor Shabana Qadir (SQ)

Others in Attendance
Alison Emmet Co opted Member (AE)

Officers Present:
Susan Anderson – Neil Murphy - Governance
Carr – Childrens Services and Law
Nicky Pace – Daniel Phelps – Youth
Childrens Services Offending Service

1. APOLOGIES FOR ABSENCE AND SUBSTITUTE MEMBERS
Apologies for absence were received from Councillors Bellamy, Loakes and Pye, and
from Paul Rogers, Mr D Hatchett and Mr R Fox. The sub-committee noted the
appointment of Councillor Russell as substitute for Councillor Bellamy.

2. DECLARATIONS OF INTEREST
There were no declarations of interest.

3. MINUTES OF THE LAST MEETING
The Minutes of the meetings of the Children And Young Peoples Overview and
Scrutiny Sub - Committee held on 14 March 2012 were confirmed as a correct record.

4. PUBLIC PARTICIPATION – REQUESTS TO ADDRESS THE SUB – COMMITTEE
There were no requests received.

5. TRANSITIONS PROTOCOL
A report was presented that provided an overview of developments in transition
arrangements between children’s and adult social care services.

Members were informed that the inspection by the Office for Standards in Education,
in September 2011 had highlighted concerns about the transition of disabled children.
into adult services and had required that the Council to ensure that effective protocols were in place so that when responsibility is transferred from children’s services to adult services, the process is handled with minimum disruption to the child or young person.

It was noted that as a response to this, a monthly meeting has been set up to project manage the development and progress of transition between children’s and adult services and that a protocol to guide transition had been produced.

A copy of the draft protocol was also presented.

The following questions were asked

<table>
<thead>
<tr>
<th>Question NR</th>
<th>Answer NP</th>
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<tr>
<td>How were disabled persons involved in the formulation of the protocol?</td>
<td>We were conscious of the need and involved parents groups in the process.</td>
</tr>
<tr>
<td>Did you involve the Young Advisers in the process?</td>
<td>We have specific reference groups that we used for consultation with young people.</td>
</tr>
<tr>
<td>Can you outline the process for care packages for people who move away from the area to attend University?</td>
<td>The delivery of such care packages rely on liaison between ourselves and the Local Authority where the client is in education. The responsibility for the client still remains in children's services although I understand there are some issues regarding the Careers Service.</td>
</tr>
<tr>
<td>I believe that there is a problem with continual changes in social workers for young people. Why is this?</td>
<td>It is true that we do have a high turnover in Social Workers and this means that there is not a continuity in service provision. Consequently this means that clients often have to repeat information to enable new staff to gain a feel for their cases.</td>
</tr>
<tr>
<td>The report is a “good news” story - it would be useful to receive feedback direct from clients.</td>
<td>We can arrange to see some case studies for you.</td>
</tr>
<tr>
<td>Could we also arrange for a social worker to attend so that we can interview them and gain a feel for their problems?</td>
<td>I will see what can be done.</td>
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</tbody>
</table>
Question MF  Do I gather from this that Social Workers are not briefed when visiting a new client?

Answer NP  Obviously social workers have the case file before they visit a client but they will also wish to gain first hand information on a client from source. We have a brand new computer system up and running in children’s Services, which is being installed in Adults services’ that will enable files to be easily transferred from one to the other and will enable transition arrangements to progress more easily.

Question AE  Is it possible to represent the transition process as a flow chart which will allow me to more easily understand and explain it?

Answer NP  Yes I can arrange that.

Question EV  Do we have a good relationship with secondary schools involved in the transition process/

Answer NP  In general terms we have an excellent relationship with schools.

The discussion closed at this point.

Members agreed to note the report, and the protocol.

DEVELOPING A CHILDREN’S SERVICES COMMISSIONING STRATEGY

Members received a report that summarised the work undertaken to review and map the current suite of strategies comprising children services commissioning arrangements, and set out the steps proposed to develop a new all-encompassing commissioning strategy for children and young people.

It was reported that Commissioners and key stakeholders from LBWF (Strategic Commissioning and Children Services), NHS North East London and the City (NELC), Waltham Forest GP Clinical Commissioning Group and Public Health are developing a three year joint children and young people commissioning strategy. The strategy will identify areas of common interest, and bring together all commissioning activities and future intentions in the commissioning field.

Members asked the following questions.

Question AE  How have you involved the education sector in the development of the Strategy?

Answer JD  School heads were involved and formally consulted – the draft was circulated to them.

Question AE  Was the Waltham Forest Parents Forum involved in the consultation?

Answer JD  A small group of sponsored parents of children with Special Educational Needs were engaged to look at the strategy for us.

Question SQ  How will the strategy be scrutinised?

Answer SAC  Reports will go back to Scrutiny sub committees during the course of
the year to monitor progress of the strategy.

**Comment AE** I am concerned that the governance arrangements for Children’s Centres are not properly in place. Can this be addressed pleased.

**Answer NP** I will refer this to the relevant officers in my directorate and seek an answer for you.

The discussion closed at this point.

Arising from the discussion Members agreed that a report on the results of the consultation exercise be submitted to our sub Committee in September and that from this Members will identify specific areas for future reports.

**YOUTH OFFENDING SERVICE INSPECTION**

A report was presented which set out the results of the Her Majesty’s Inspectorate of Probation (HMIP) tri annual Inspection of Waltham Forest’s Youth Offending Service (YOS) undertaken in December 2011.

It was noted that since April 2009, Her Majesty Inspectorate of Probation has been undertaking a 3 year programme to inspect all Youth Offending Services, to assess the quality of practise against a published criteria in relation to assessment, intervention and outcomes.

Assessments are undertaken by studying a sample of cases which are followed up by interviews with practitioners in charge of those cases.

The Report identified 7 areas of improvement for the YOS but also stated that only moderate improvement was necessary in the service.

The following questions represent the discussion on this matter

**Question SQ** Will the next inspection be in 2014?

**Answer DP** The inspection regime has now changed and is now led by problem or poor performance. It is recognised that problems can exist in the first six weeks of the imposition of a probation order, where contact is not established with the offender. We are aiming to reach the Outstanding assessment level by the time of our next assessment.

**Question SQ** Has the gang intervention programme had much impact on the YOS?

**Answer DP** Yes, in fact I am the manager of the gang intervention programme.

**Question NR** There is a high incidence of children with learning difficulties in the youth Custody system. Do we seek to identify these persons?

**Answer DP** Yes we employ educational psychologists to identify the relevant people and are giving literacy training to help rectify the situation.

**Question EV** I understand that we have 19 people in custody – how many of these are looked after children?

**Answer DP** As a result of changes to the law all children who come into custody are automatically defined as looked after.
The discussion closed at this point.

The sub committee agreed to receive a copy of the YOS Action Plan which had been formulated in response to the Inspection report in six months time.

8. **DEPARTMENT FOR EDUCATION IMPROVEMENT NOTICE - DATA.**
Members received and noted statistical information on issues raised as part of the Improvement notice issues by the Minister for Children and Families.

9. **MANAGEMENT OF THE WORK PROGRAMME**
The sub committee noted the work plan for the forthcoming Municipal Year.

   The meeting closed at 10.15pm

   Signed by the Chair.........................................................

   Date......................
1. SUMMARY

1.1 The Department for Education (DfE) served an Improvement Notice on: the Council in December 2011 in respect of its Looked After Children’s Services. One of the conditions detailed in the DfE Improvement Notice stated:

Ensure elected members understand and deliver their corporate parent role and that they are properly trained and supported to undertake a scrutiny role of Children and Family Services. This must include regular discussions with the Children in Care Council and regular reviews of management information to include consideration of the number of placements which are more than twenty miles from the child or young people’s ordinary residence, the number of looked after children or young persons who are adopted and the educational attainment and outcomes for looked after children. (Action Point (ix), DfE Improvement Notice December 2011)

1.2 Having taken the above into account, Members of the Children and Young People Scrutiny Sub Committee have requested to receive the data addressing the number of out of borough placements, the number of looked after children or young persons who are adopted and the educational attainment and outcomes for looked after children as a standing agenda item at each meeting of the Children and Young People Scrutiny Sub Committee.
1. SUMMARY

The Annual Report of the Waltham Forest Safeguarding Children Board (WFSCB) is presented to the Overview and Scrutiny Committee for children and young people to inform members of the review of activity, performance and outcomes in the financial year 2011-12 in order to assist the Committee in the discharge of its responsibilities to scrutinise the effectiveness of the Board’s activity and where necessary, to provide challenge and support to safeguarding practice, performance and service delivery.

2. BACKGROUND

2.1 The statutory guidance for Local Safeguarding Children Boards (LSCBs) “Working Together to Safeguard Children 2010” and section 3.62 to 3.67, sets out the responsibilities of Local Authority Elected Members and the Lead Member for services to children and young people, to hold to account through their membership of governance bodies such as the cabinet of the Local Authority or a scrutiny committee or a governance board, their organisation and its officers, for their contribution to the effective functioning of the LSCB, including the receipt of all its written reports.

2.2 The production of an annual report became a statutory requirement for LSCBs in 2010. At this time Boards were required to submit the report to the local Children’s Trust to ensure that local agencies took responsibility for safeguarding children and to provide support and challenge to the planning, delivery and commissioning of local services.
2.3 Following the changes in the requirement for children’s services authorities to have a Children's Trust, and the publication in June 2012 of a draft revision of 'Working Together 2010', there are proposals that the LSCB Annual Report should be presented to the Chief Executive of the Council, the Lead Member for children and young people, to the Health and Wellbeing Board and to the new local Police and Crime Commissioner when appointed.

2.4 The report contains details of work programme commitments made by WFSCB member agencies in 2010-11 and reviews progress against these commitments in 2011-12.

2.5 The report has been compiled from contributions from member agencies of the WFSCB, from the work of the sub-groups of the WFSCB, from performance and from performance and audit information.

2.6 The report includes a strategic analysis by the Independent Chair of the work of the Board and its impact on improving the safeguarding of children and young people within the Borough

3. IMPLICATION PARAGRAPHS

3.1 Some improvements to the effectiveness of the WFSCB were identified following an unannounced inspection in June 2011 by Ofsted of contact, referral and assessment services in Waltham Forest’s children’s services. The need for improvements was compounded by a finding of the Ofsted and Care Quality Commission joint inspection of safeguarding and looked after children in September 2011, that partnership working was inadequate in ensuring the safety of children and young people. One of the concerns was that the annual report of the WFSCB 2010-11 had failed to adequately identify and respond to these shortcomings.

3.2 A review of the functioning of the WFSCB was commissioned following the appointment of a new Independent Chair in September 2011 to look at:

- Developing a more effective model for the LSCB including structure, membership, and sub-groups
- Establish a clear performance framework for the Board
- Review the governance arrangements for the Board
- Establish secure funding for the work of the Board

This work was carried out in addition to delivery against the Annual Implementation Plan objectives during the second half of the year. A new structure and defined membership was agreed, governance arrangements confirmed and performance and audit requirements made explicit. Work on the funding formula and on the production of a clear constitution for the Board will be completed by September 2012.
3.3 The report provides details of the achievements of LSCB member agencies in 2011-12 against the agreed priorities, identifies challenges for each service and highlights the priorities for the coming year.

3.4 One of the key features supporting and consolidating improvement in the year was the work of the Council’s Improvement Board which has been the focus of detailed reporting on the Step Up improvement plan. The work of the Improvement Board in relation to monitoring the effectiveness of multi agency safeguarding activity has been transferred to the WFSCB to develop and continue. This demonstrates a renewed confidence in the ability of the WFSCB to carry out its statutory functions. The information reported to the Improvement Board has been reported to the WFSCB for the purposes of further scrutiny and challenge to the roles of all member agencies.

3.5 Section 3 of the report contains the Chair’s summary which highlights the main challenges for improving safeguarding which are being addressed in the current year. Much of the work in the latter half of 2011-12 was about getting structures and processes in place to ensure that the Board is able to carry out its functions. In addition the Board has completed two Serious Case Reviews in the year including the implementation of comprehensive action plans. It has also undertaken one Multi Agency Case Review and agreed to undertake another one – both cases with essential learning for the partnership.

4. CONCLUSION

4.1 The Annual Report provides an overview of the position as at the end of March 2012 regarding the effectiveness of multi agency safeguarding practice. The Report should be read in conjunction with the report of the Chair of the Improvement Board and relevant performance data produced by the Council.

4.2 The challenge for the Board and for Overview and Scrutiny Committee is to ensure that the work undertaken in the current year, builds on the improvements in infrastructure, governance, culture, analysis of performance and understanding of the role and function of the Board, to maintain a current focus on the areas for improvement and in responding quickly to changes in practice and performance as a result of local and national issues. Plans for the Olympics, concerns regarding young people at risk from sexual exploitation, children who are missing from home and children living with domestic violence, parental substance misuse and mental health problems are high on the agenda for the coming year.

5. APPENDICES

Waltham Forest Safeguarding Children Board Annual Report 2011-2012

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Foreword by Laura Eades, Independent Chair

As Independent Chair of the Waltham Forest Local Safeguarding Children Board (LSCB) I am pleased to introduce this report which provides information about the work of the LSCB and commentary on some of the challenges that have faced us this past year.

In May 2011, the final report from the Munro Review of Child Protection, a child-centred system, was published. Within this report, Professor Munro set out how Local Safeguarding Children Boards are key to improving multi-agency working by supporting and enabling partner organisations to adapt their practice, become more effective in safeguarding children and develop reflective learning systems in their organisations.

I would like to thank members of the LSCB and the LSCB Support Team for helping the Board to make Professor Munro’s aspirations much more of a reality for Waltham Forest to the benefit of the children and young people in the Borough.

Laura Eades
Independent Chair
March 2012

1. Waltham Forest Safeguarding Children Board (WFSCB)

1.1 The context: Inspections

During 2010-11 the LSCB was subject to scrutiny through two Ofsted inspections and a Care Quality Commission Inspection (see Appendix 4 for links).

The Ofsted unannounced inspection of contact, referral and assessment services took place in June 2011 and identified a priority action for the local authority to address the finding that “In a significant proportion of cases reviewed during the inspection children were placed at risk of inadequate protection.”

Following this inspection there were a number of changes in senior personnel including the Director of Children’s Services and the WFSCB Independent Chair.

The local authority established an Improvement Board, chaired by an independent person and the new LSCB chair was appointed in September 2011 and joined this Board.

In September 2011, Ofsted and the Care Quality Commission undertook an announced and joint inspection of safeguarding and looked after children’s services. Safeguarding was found to be adequate but with a number of actions required to improve performance. In particular, partnership working was found to be inadequate in ensuring that the multi-agency system was effective in safeguarding children. One of the significant criticisms of this report was that the LSCB, through its previous annual report and through its own audit and reporting activity, had not identified the problems with safeguarding practice despite its responsibility for monitoring and
evaluating the effectiveness of interagency arrangements.

1.2 LSCB Review

The new chair, in response to the requirements of the announced inspection, initiated and chaired a task and finish group to complete a review of the board and its functions. The objectives for the review were:

- To review structure and membership of WFSCB to ensure it is in line with Working Together 2010 and fit for purpose;
- To agree a performance framework in accordance with the recommendations of the Munro report;
- To agree a funding formula that supports the work of the WFSCB;
- To agree lines of accountability and governance linking to other bodies such as the Health and Wellbeing Board.

The review was completed in May 2012 and resulted in a number of changes to the structure, membership, governance, culture and focus of the Board. Many of these were implemented by the end of March 2012 and therefore fall within the timeframe for this report.

The structure has been streamlined by the removal of the Strategic Leadership Board to provide clarity about decision making and accountability. Membership has been reviewed to ensure that the Board is of a size and composition to make the best use of the meetings both in the main Board and in the subgroups (see Appendix 1 – WFSCB structure and membership).

The Serious Case Review (SCR) Panel was established as a standing panel in order to ensure that there was a place for regular consideration of cases referred for SCR but not meeting the threshold. This was in recognition that some such cases were evidencing multi-agency practice that was of concern and would provide helpful learning across the LSCB partnership.

New processes have been developed for the formal multi-agency review of such cases which ensure the engagement of practitioners, improve the awareness of the Board of current practice and improve the impact of dissemination of the learning. The SCR Panel has also assumed the monitoring role for all SCR and other review action plans so that it can inform and direct the Board and the sub-groups of the priorities for action as they arise throughout the year.

Governance of the LSCB has also been reviewed. This year has seen the Waltham Forest Children’s Trust being disbanded in the light of new governance arrangements through the shadow Health and Wellbeing Board.

The LSCB has a responsibility to present the annual report to the Health and Wellbeing Board. In order to strengthen the challenge and support regarding safeguarding children in the commissioning of both adults’ and children’s services, the WFSCB Chair requested, and was granted, a place on the Joint Commissioning Board in 2012 (see Appendix 2 for governance chart).

The relationship between the LSCB and Safety Net is the subject of discussion between the chairs and will be confirmed in the early part of next year and reported in the Annual Report for 2012-13.
Proposals will be made in 2012-13 for the presentation of the annual report to the Council’s Overview and Scrutiny Committee for Children’s Services and to the Chief Executive and Portfolio Holder. The Children and Young People’s Overview and Scrutiny Committee has undertaken some work to review effective arrangements for joint working with the LSCB and these will be confirmed in 2012-13. This has involved visits to the Southend and Hertfordshire Boards.

The LSCB Chair has regular meetings with the Director of Children’s Services.

Performance management arrangements have been reviewed and performance indicators recommended by the Munro Review have been adopted. Information will begin to be gathered from April 2012. The performance metrics reported to the Improvement Board have been reviewed by the LSCB on a regular basis and the Board will continue to monitor this data too.

1.3 Funding of the Board

There was no clear budget for the Board established for 2011-12. The outline of the budget and income sources is included as Appendix 3.

The local authority provided the highest percentage of funding of the member agencies. The Child Death Overview Panel (CDOP) Administrator post was funded by the CDOP grant monies in 2011-12; however this grant funding via the local authority ceases in 2013.

It has been possible to use the government grant funding, as an outcome of the Munro Review, to support the appointment of a Training Administrator for the latter part of the year, to manage the publication of training courses, implement the training plan and carry out all the practical tasks associated with delivery. There are no guarantees of additional or continued funding for 2012-13.

In 2011-12, funding of the two Serious Case Reviews and the costs of the Independent Chair was covered by one-off payments from the local authority, Primary Care trust (PCT) and the Police with no guarantee of continued funding for the following year.

1.4 Progress against the 2011-12 accountability implementation plan

The WFSCB successfully completed the majority of the annual accountability implementation plan actions. Of 28 actions, 18 were completed, 4 were in progress and 6 were not actioned by the end of the year. The main areas of concern / delay were:

- the domestic violence task and finish group which had not met due to capacity issues of member agencies;
- multi-agency auditing which was not well supported by member agencies;
- actions around the mental health protocol;
- reports on multi-agency training.

These areas have experienced unavoidable delays due to changes in personnel and challenging volumes of work in the context of limited resources. The areas where work has been delayed have been reviewed by the LSCB and appropriate actions to address these areas have been included in the implementation plan for 2012-13. Work on these will be progressed in 2012-13. The
Implementation Plan is included as Appendix 5.

1.5 Subgroup highlights

Serious Case Review (SCR) Panel
The panel finalised the SCR on child W in April 2011 (graded by Ofsted as ‘good’) and published in October. An SCR of child B was completed within the year (Ofsted no longer grades reviews but the review received very positive comments). The panel also undertook 2 multi-agency case reviews.

Child Death Overview Panel (CDOP)
The panel completed the annual return and presented an annual report detailing themes. The panel referred two cases to the SCR panel which resulted in SCR being undertaken.

Policy and Professional Development (PPD)
The group oversaw the development and delivery of a comprehensive multi-agency training programme and monitored the development of early help and prevention services.
WFSCB delivered 26 multi-agency training courses which was an increase of 10% from 2010-11. A total of 436 professionals attended training, many of whom attended more than 1 course, with a total of approximately 600 attendees on courses. All the training was delivered by professionals from across the partnership at no additional cost. This allowed the LSCB to ensure that good quality training reflecting local concerns is provided and delegates report high levels of satisfaction.

Performance Management and Quality Assurance (PMQA)
The group monitored the integrated serious case review action plan and reviewed two Section 11 audits.

1.6 WFSCB priorities for 2012/13
The priorities for the WFSCB are set out in the annual accountability implementation action plan drawn from the three year accountability framework. Detailed actions are identified which are each owned by a subgroup of the WFSCB (see Appendix 6 for details).

Overarching Priorities:

1. Ensure that the partnership provides an effective child protection service to all children;
2. Monitor the alignment between universal, targeted and specialist safeguarding;
3. Coordinate an approach to domestic violence across the children and adults’ partnership to ensure that families affected by domestic violence receive the right support at the right time;
4. Ensure that the WFSCB communicates effectively with partners, residents and children and their parents / carers;
5. Ensure that all the statutory functions of the WFSCB are completed to the highest standard.

Progress against the detailed actions is reported to each meeting of the Board.
2 Progress on priority policy areas

2.1 London Borough of Waltham Forest

2.1.1 Education and young people service

School governing bodies are responsible for ensuring safeguarding policy and procedures. Schools are inspected by the regulator, Ofsted, in relation to all elements of safeguarding.

In March 2011, William Morris Special School was inspected and placed in Special Measures by Ofsted. The inspection found that ‘Safeguarding arrangements do not meet statutory requirements. A single central register of recruitment and vetting checks is not in place and the safeguarding information stored by the school is not complete. There is insufficient rigour in the policy and procedures for child protection and in risk assessments, which are either incomplete or missing. Lines of accountability for safeguarding procedures are unclear.’

The local authority acted swiftly to bring in an executive head and put in place an interim executive board to drive improvements. By July 2011, when the first monitoring visit took place, all safeguarding issues identified in the inspection had been addressed. The school was removed from special measures in March 2012.

Challenges for the service

The challenge for schools is that they are not single agencies. Schools are self-governing organisations and the governing body of each school is responsible for improving outcomes.

The review of the LSCB highlighted the need to improve engagement with schools and a decision was taken to invite two head teachers (a primary head and secondary head) to represent the school community on the LSCB. This has strengthened the school community’s knowledge and understanding of the work of the LSCB.

Priorities for 2012-13

• To monitor all schools that are judged to be inadequate or satisfactory for safeguarding and call in action plans from these schools;

• To undertake an audit of the most recent recruitments in a sample of the schools causing concern to the Local Authority (LA) to ensure compliance with safer recruitment;

• To call in a list of designated Child Protection (CP) leads in schools and checks on up-to-date Child Protection training;

• Report to the Board on persistent absence and the support / action being taken by schools and LA to reduce;

• Information to be received on all establishments that receive an inadequate rating for safeguarding with a report on what is being done to improve and how WFSCB can support them.

2.1.2 Children’s social care

Following the unannounced inspection in June, a number of issues were raised about the quality of safeguarding in the contact & referral service in Children’s
Social Care (CSC). These matters were also reinvestigated as part of the Announced Inspection in September 2011.

Ofsted were satisfied that sufficient progress had been made to judge the safeguarding service adequate. Actions that were taken were a major redesign of the contact service with a dedicated team and manager undertaking initial screening, changes in management capacity and addressing backlog of work. Though timeliness of Initial & Core Assessments appear to have deteriorated, this masked poor quality and inaccurate recording of the actual timeliness.

Areas that have continued to be monitored are timeliness of visits to children subject to a plan, and these have improved significantly, as has the supervision of front line staff and auditing by managers. The number of children subject to a child protection plan for over two years is a key performance indicator and has been higher than expected. This resulted in a multi-agency audit being commissioned by the WFSCB.

Prior to the announced inspection in September 2011, the multi-agency audit group completed regular audits on a bi-monthly basis. Following the inspection and the departure of the Group Manager for Quality Assurance there has been a gap in this activity.

In Feb 2012 the WFSCB business manager organised with the partnership to undertake one day of auditing in March.

The theme of the audit in March was suggested by the WFSCB interim independent chair. The theme was children who have been subject to a CP plan for 18 months or more and children who have come back on plan within one year of removal.

Poor attendance on the day resulted in incomplete audits. However the one case explored in some detail raised one safeguarding concern that resulted in bringing the matter back to ICPC (Initial Child Protection Conference).

In order to further improve the multi-agency audit (MAA) process a programme of multi-agency auditing has been agreed for the following year. Three further dates have been agreed where specific focus will be given to Domestic Violence, Parental Substance Misuse and Parental Mental Health and Sexual Abuse. Children subject to a plan for two years+ will be revisited in January 2013.

A new MAA tool has been devised and feedback arising from the well-attended MAA held in June 2012 demonstrated a move towards a process that was better understood amongst partner agencies.

The percentage of new child protection plans where the child has been subject to a previous child protection plan is above the figure for last year but below the percentage for England and our statistical neighbours.

There is further scrutiny of the time taken to convene an Initial Child Protection Conference after a decision that one is required is made by a Strategy meeting. This was an issue raised as part of the unannounced inspection. However, the KPI measure had changed impacting on the measure of this target. Improvement had been made to timescale but further work was required to change practice.

However, the children in care service was found to be inadequate overall, with the grade on ‘stay safe’ being inadequate – this was in particular in relation to managing and recognition of ‘risky’ behaviour. As a result, the Minister issued an improvement notice requiring
the Local Authority to make improvements across a number of areas within its Looked After Children (LAC) services. An improvement plan is in place and is regularly monitored by the Department for Education (DfE).

Challenges for the service

The Step Up improvement plan addressed a number of the key improvements, i.e. development and updating Framework, restructuring services and developments around Corporate Parenting arrangements.

The Improvement Board continues to monitor the implementation of the improvement plan. Monitoring arrangements for any outstanding safeguarding actions will be transferred to the LSCB when the Improvement Board is disbanded.

Multi-agency working

The implementation of Multi-Agency Safeguarding Hub (MASH) was delayed following the unannounced inspection to focus on improving the contact and referral service. Work is now in progress to develop MASH.

The withdrawal of key support from agencies, i.e. recording and administration of health assessments for Looked After Children, has impacted on some delivery areas.

Priorities for 2012/13

These are comprehensively addressed in the improvement plan. However, there is considerable focus on Looked After Children services, but the service recognises that it must also maintain its focus on ensuring that children are safeguarded.

Challenges for 2012-13

• Recruitment and retention of staff, including first line and senior managers, following the implementation of new terms and conditions for council staff and restructuring;

• Increased budget pressures and requirements to make significant savings across the service whilst maintaining and sustaining improvement;

• Development and embedding of MASH;

• Embedding the new management structure.

2.2 Youth Offending Service (YOS)

In December 2011, Her Majesty’s Inspectorate of Probation (HMIP) judged the YOS’s Safeguarding work to require “moderate” need for improvement (see appendix 4 for link to inspection report). HMIP judged the review of vulnerability as appropriate in 75% of cases and the overall management of safeguarding as sufficient in 68% of cases which are both above the London average. These high scores recognise the strides that have been made in the YOS’s safeguarding work, specifically in relation to:

• Implementation of the Joint Working Protocol between YOS and Children and Families;

• Creation of a monthly YOS - Children in care risk monitoring meeting which oversees the joint cohort;

• Quarterly reports on the profile of offences committed by the LAC - YOS joint cohort;
• One whole service training event in respect to assessing vulnerability;

• Including Children and Families in multi-agency Gangs' Bronze meetings.

Challenges for the service

There is an ongoing challenge in understanding the risk that young offenders present, as the risk of harm to others can often mask their vulnerability. This dual risk is evident within the Multi-Agency Public Protection Arrangements (MAPPA) setting, where the service has managed three level 3 MAPPA cases. The challenge for the safeguarding partnership is to manage this risk/vulnerability dynamic. The YOS has sought to manage this by including Children and Families representation within the High Risk panel process and by collaborating with Children and Families on all joint cases. It also proposed that a memorandum between the YOS and MAPPA is produced to support this balancing of public protection and safeguarding.

Multi-agency working

The YOS Group manager is now represented on the LSCB. This is important in raising the profile of the YOS cohort and their safeguarding needs and is the appropriate forum for resolving multi-agency issues.

Priorities for 2012-13

The YOS’s training plan for 2012-13 emphasises its commitment to continuing professional development with a clear focus on safeguarding skills. All staff are required to participate in annual safeguarding training and in 2012-13 the service is sponsoring a Youth Justice Officer to complete their social work course. There are two important areas for development in 2012-13:

• A sexually harmful behaviour protocol that utilises the AIM assessment across the continuum of need, enabling a shared language in relation to risk and the needs of those boys that exhibit this behaviour;

• A development of a Youth Multi Agency Risk Assessment Conference (MARAC) to focus on the needs of young girls at risk of sexual exploitation through gang affiliation;

• Development of the Multi Agency Safeguarding Hub (MASH) which will significantly increase the quality of information in assessments;

• Recruitment to the joint post between YOS and Children in Care (CiC). The post holder will be responsible for statutory Youth Justice work and will raise profile of YOS work with the CiC service.

2.3 Probation

London Probation Trust’s (LPT) key priority has been to review the current Safeguarding Children Policies and Procedures and to ensure all the requirements as set out in section 11 (Children Act 2004) are met. An assistant chief officer (ACO) was given the remit to complete this piece of work, which included a detailed gap analysis across London. From the outcome of this work, further priorities were set, namely:

• Completed the review of the Safeguarding Children Policy and Procedures, with an adequate Action
Plan to ensure implementation of the above;

- Reviewed current Safeguarding Children training and ensure re-commissioning of such training;
- Improved the use of local training of all staff across London;
- Work towards all staff adopting a “Family Focus” approach;
- Appoint operational staff in each Borough with a lead role with regard to Safeguarding Children (Single Point of Contact) and work with them in improving the skill set within each Borough.

Challenges for the service

One of the main challenges over the last year has been to improve the quality of work, in relation to safeguarding, and focusing on offenders being parents, i.e. taking a family focus approach. This has included the need to ensure that all staff undertake London Probation Trust’s mandatory training and any appropriate multi-agency training run by the local LSCB.

In addition to this, monthly LEARN events are run in each borough, during which files are read and assessed. These sessions clearly identify areas for improvement each month, which are then addressed within the local boroughs.

Over the past year a Single Point of Contact (SPOC) has been identified who has taken part in multi-agency safeguarding audits and as such this learning is cascaded down to managers and staff.

There are plans to implement family reporting days in local offices over the next year with the intention of improving the need to also be “family focused”

Multi-agency working

One of the main challenges is finding out that we are working with a family who are also involved with child protection conferences. This has resulted in the service being invited to conferences without sufficient notice to enable attendance. This has been raised with relevant managers and will be monitored.

For the future, exchange days / shadowing opportunities between probation officers and social workers are planned, with the view of raising awareness for both agencies about the roles of each profession. This will assist in further cementing future multi-agency working across the borough.

Multi Agency Risk Assessment Conferences (MARAC) forms an important part of the work although attendance by Children’s Social Care is somewhat sporadic and it will be important for this to become more consistent over the coming year. This issue has been raised via the MARAC meetings.

Priorities for 2012-13

- To implement the revised Safeguarding Children Policy and Procedures;
- All staff to be clear about the reviewed Safeguarding Children Policy and Procedures, and their role / responsibilities within it;
- All staff to attend mandatory Safeguarding Children training, once this has been re-commissioned;
- ACOs to promote local Safeguarding Children training for their staff to attend;
• ACOs / appointed deputy to attend their local LSCB and play an active role in setting up partnership arrangements for their Boroughs to address any local Safeguarding Children concerns.

2.4 Police

2.4.1 Waltham Forest Borough Police

Waltham Forest Borough Police have focused their efforts in a number of areas in order to promote the safeguarding of children and young people as well as improve life outcomes. During 2011, the Public Protection Desk (PPD) and the Missing Person Unit were relocated from Walthamstow Police Station into the new large custody building at Leyton where the majority of investigative resources are now located.

This move has delivered better integration and interoperability between the PPD and investigators from different departments. This has resulted in improved risk management since departments required to work together over high risk cases are now co-located and communicating more effectively. It has also been effective in improving general awareness and up-skilling of non PPD staff. High risk missing persons are being managed more effectively and with better partnership working with Children’s Services, foster carers and care homes.

The MARAC has also been used effectively to support victims (including children) of ongoing domestic violence. Police have maintained a dedicated MARAC coordinator post in order to deliver high quality outcomes in partnership with other key stakeholders. The MARAC has dealt with over 200 referrals in the last year.

Finally, of note, the JIGSAW team, responsible for the management of Registered Sex Offenders (RSOs) and other violent nominal, was also moved to improved facilities with enhanced capability. The team has ensured that 100% of nominals are visited within the set time limits and that with support of other key agencies, including Probation, that the MAPPA process has functioned well.

Challenges for the service

A particular challenge for police has been around the management of missing person reports for children. Waltham Forest police receives amongst the highest volumes of missing person calls of all London Boroughs. The vast majority of these relate to children looked after by local authorities other than LBWF. The nature of the challenge relates to managing the volume of work in a timely manner, and dealing with a large numbers of care providers.

In addressing the challenge, police have focused efforts on developing better monitoring of what care providers are generating missing person reports, and then working with those providers to develop care plans and regimes that reduce the likelihood of children going missing. We have also been working to develop a team of officers who take on regular responsibility for primary response and investigation of missing persons in order to develop better knowledge of regular missing persons and further enhance relationships with care providers.

Multi-agency working

Ongoing training of borough police officers has meant that in the 2011-12 year, police at Waltham Forest have completed the second highest volume of Merlin pre-assessment checklist (PAC) than any
other borough in north-east London. These are all assessed to a high standard and help ensure that information is passed quickly. A challenge for us has been to manage and communicate the volume of information in a prioritised way.

In addressing this, police have worked in partnership with Children’s Social Care Services to implement a Multi-Agency Safety Hub (MASH). MASH involves co-locating key agencies to deliver an improved and more joined-up approach to the management of risk as well as ensuring the activities are coordinated to deliver more effective outcomes. Implementation of MASH is expected around the end of the financial / performance year.

Priorities for 2012-13

During 2012/13 the police will aim to work in partnership to:

- Improve safeguarding through implementation and consolidation of MASH;
- Reduce numbers and improve management of missing children;
- Maintain and enhance MARAC capabilities to safeguard victims of domestic violence;
- Maintain high quality management of RSOs and other violent nominals;
- Maintain support of LSCB including all relevant committees and subgroups.

2.4.2 Child Abuse Investigation Team (CAIT)

In order to improve service provided to our colleagues and partner agencies, we have introduced a Pan London ‘Night Duty’ response team service. Our overarching aim is to provide communities with the best possible service in safeguarding children. During the night duty period two Detective Sergeants and four Detective Constables will be on duty and will be tasked through the Specialist Crime Operations Centre. A Detective Inspector is available to be called out, when required.

This is the first time local services can access specialist high level child abuse investigation response during such hours, with on call CAIT staff available for serious safeguarding incidents. This will provide a more effective and timely response, improving the service we provide to the public, our partners and colleagues.

Child Risk Assessment Matrix (CRAM)

The Child Risk Assessment Matrix (CRAM) was introduced as an essential part of the modernisation process that SCD5 has implemented as a consequence of learning from Serious Case Reviews and the Joint Area Inspection of Haringey.

It is a risk assessment model that uses intelligence as the basis for decision-making within the three core business areas of child protection and child abuse investigation; Referral, Investigation & Protection.

Intelligence research is conducted in line with best practice on information including that from partner agencies and the referrer, in relation to the case and then brought for supervision and decision.

A regular supervision and risk re-assessment regime of 24 hours, 7 days and maximum of 28 days is important to reducing drift and unnecessary delay in completing actions.
The case officer is required to refresh the risk assessment with regular contact with partners not only for live investigations but also for cases awaiting CPS (Criminal Prosecution Service) decision and court hearings. Child protection plan cases are to be reassessed on receipt of new information or at least every six weeks (in conjunction with children's services).

This improves the potential for effective decision-making and early intervention to protect a child from serious harm.

The CRAM requires a more proactive approach to the use of information than the process it evolved from. Its implementation has resulted in Child Abuse Investigation Teams providing a more consistent and improved service across London.

The CRAM improves the potential for effective decision-making and early intervention to protect a child from serious harm.

Project Topaz

Project Topaz is a partnership initiative to improve the effectiveness of safeguarding and child protection in London in relation to vulnerable children and those at risk of significant harm from abuse, led by SCD5 Child Abuse Investigation Command. It will develop an evidenced based approach to assist decision making and safeguarding interventions, including the development of alerts for the multi-agency child protection partnership.

Project Topaz will monitor child protection plan data to identify and promote best child protection practice in London.

Work is also in progress across London via the London Safeguarding Board on making Child Protection Plans more effective.

Challenges for the service

Following the creation of SCD2 Sapphire Unit and the increased reporting of allegations, we have extended our remit in order to provide a greater service and ensure improved outcomes to vulnerable young persons. In addition to our current terms of reference, we also take responsibility for investigations of rape and serious sexual offences involving penetration where:

1. the victim and suspect are both under the age of 13;
2. the victim and suspect are both under the age of 18 and co-reside in the same registered children's care home;
3. the victim and suspect are both under the age of 10.

Multi-agency working

Project Topaz - previously detailed.

To forge and promote good working relationships, both CAIT and Borough Police attend Operational Leads Safeguarding Meetings to ensure shared learning, thereby improving quality of service to all agencies.

Priorities for 2012-13

• Make our services more accessible and improve people's experience of their contact with us, especially victims and witnesses;
• Reduce serious violence against children and young people;
• Disrupt and deter both on and off line abusers;
• Develop effective partnerships with key agencies dedicated to the welfare of children;

• Consolidate the improvements introduced following the Baby Peter recommendations.

2.5 North East London Foundation Trust (NELFT)

In July 2011 NELFT Mental Health Services (MHS) launched The Supported Children and Families Affected by Parental Mental Health or Substance Misuse Policy. The policy and key messages have been rolled out to all partner agencies to address the “Hidden Harm” effects of mental health problems, drugs and alcohol on the health and well-being of children and young people.

In the past 12 months the Trust has worked with all Safeguarding Children Boards to implement the recommendations of earlier serious case reviews/internal management reviews from partner organisations. All actions required by the Trust have been completed.

Working Together (2010) and the Care Quality Commission have defined the levels of child protection training which is outlined in The Intercollegiate Document (2010). Work was carried out in 2011 to reclassify the terminology of the training levels provided within the organisation to be comparable with this guidance and the Trust training strategy was revised to take account of this.

All health providers were required to publish a declaration of Child Protection training uptake against set targets of 80%. Current levels are Level 1: 87%, Level 2: 77% and Level 3: 65%

The London Safeguarding Children Board’s guidance and tools around trafficking have been communicated to relevant staff and is included in the training programme.

The Trust has participated in two Waltham Forest Serious Case Reviews; one involved both MHS and North East London Community Services (NELCS) and one involved only NELCS.

Challenges for the service

The Trust’s main priority has been to ensure that safeguarding arrangements are safely maintained during the period of transition following the acquisition of South West Essex Community Services (SWECS) and Outer North East London (ONEL) and throughout implementing the revised management structure for Safeguarding.

Slow progress has been made in relation to maintaining safeguarding training compliance above 80%.

A Child Protection Supervision policy has been formulated to ensure that best practice in the safeguarding of children is optimised and that lessons are learned from complex situations. Case management supervision remains a priority and is embedded in to practice.

Some difficulties have been experienced in relation to uptake of child protection supervision sessions, namely staff being unable to be released from clinical duties to attend, plus some capacity issues by some of the safeguarding team in providing the sessions due to long term sickness and absence.

Priorities for 2012-13
• Business Units (directorates) will ensure that safeguarding children at risk is embedded in directorate plans;

• Safer recruitment for safeguarding children and adults at risk will be included in recruitment and selection training;

• Local safeguarding groups will be developed;

• The trust will have active, consistent representation on the LSCB / SAB (Safeguarding Adults Board) and subgroups;

• A safeguarding statement will be included in all job descriptions and person specifications;

• Learning will be systematically disseminated to staff through SCR briefings and evidenced;

• Reporting of incidents related to children at risk will be audited and gaps identified;

• Competence in safeguarding children practice will be routinely reviewed in staff appraisal;

• The safeguarding training strategy for children at risk will be reviewed.

2.6 Whipps Cross University Hospital Trust (WXUHT)

There was improved uptake of safeguarding children training from September 2011 (Level 1 79%, Level 2 45%, Level 3 48%) to February 2012 (Level 1 93%, level 2 86%, Level 3 93%). Improved reporting arrangements are now in place with fortnightly reports to executive team and trust board. Managers also receive a spread sheet fortnightly indicating staff names and levels of training required.

In September 2011, the Maternity Unit has set up a vulnerability team to improve arrangements for antenatal care and support for teenagers who are pregnant. A philosophy and protocol for the vulnerability team has been written. Recruitment is in progress for an additional two midwives to be part of an eventual team of four midwives.

Following the Ofsted inspection in September 2011, a protocol has been written to promote referral to 722 substance misuse service for young people who present in the emergency department with substance misuse problems. This was ratified in February 2012 and has now been implemented in the emergency department. An audit of its effectiveness, which will include referral numbers, is jointly planned between ED and 722 staff for April 2012.

Learning from serious case reviews: The relevant actions from the Serious Case Reviews of Child W and Child B were implemented or are in progress.

A Section 11 audit was completed in February 2012 and an action plan put in place to address developments required to improve services, e.g. involvement of children in decision-making.

A Multi-Disciplinary Team Meeting has been set up on a weekly basis (commenced February 2012) in the Emergency Department to review identified cases and ensure all key actions have been undertaken appropriately to safeguard children.
The Trust has appointed to a new post of Safeguarding Children Advisor in October 2011. This is a full time post with emphasis on operational support to staff and training delivery.

The Trust has participated in WFSCB multi-agency led audit to improve safeguarding practice and working together.

Challenges for the service

Preparation for the merger of WXUHT, Newham and Barts and the London hospitals to become Barts Health in April 2012 has taken considerable time and has impacted on the timescales for some of our safeguarding activities.

There is no training pool at WXUHT, which places an immense training pressure on the Named Nurse and Safeguarding Children Advisor. Training input has now been negotiated with the Paediatric Liaison Health Visitor. A full time Named Midwife is being planned and it is hoped that the new appointee will be involved in training delivery.

There is an increased birth rate across the area - 3000 babies per annum two years ago, now nearly 6000 per annum.

Shortages of staff in midwifery services and the impact of CQC emergency measures for Queens Hospital have added to workloads for practitioners and managers.

Multi-agency working

WXUHT has good working relationships with other agencies and where necessary escalates a concern to achieve improved outcomes.

Priorities for 2012-13

- Work to support effectiveness of merger to ensure alignment and consistency of all safeguarding processes;
- Ensure safeguarding policies and training strategy are fit for purpose to effectively safeguard children;
- Completion of SCR action plans – Child W and Child B
- Completion of Ofsted / CQC action plans;
- Appoint full time Named Midwife for Safeguarding Children;
- Midwifery – participate in ‘Best Start’ pilot and evaluation of service;
- Implement safeguarding children supervision policy when it is agreed by merged organisation;
- Provide domestic violence training to hospital staff.

2.7 NHS Outer North East London

From 1 April 2011 NHS Waltham Forest, NHS Barking and Dagenham, NHS Havering and NHS Redbridge have been working together in one management and staff structure. The cluster is called NHS Outer North East London (NHS ONEL) and is made up of staff from those four local NHS organisations.

In August 2011 a Deputy Director for Safeguarding Children and Adults was appointed as the lead for safeguarding across the cluster. NHS ONEL has recruited a highly experienced consultancy designated nurse to join the safeguarding team. Interviews are in progress for the
Named GP for safeguarding and an appointment should be made by May 2012.

In October 2011 the community health services for health visiting, school health and children’s therapies transferred to North East London Foundation Trust Community Services, thereby combining all provider organisations and providing services for children and young people. This will facilitate increased professional oversight of performance and development of services that will evidence improved outcomes for children.

Following the announced inspection of safeguarding and looked after children in September 2011, NHS ONEL is working closely with providers to ensure the improvements are being implemented and evidenced according to the recommendations and timescales set out in the report. The actions will be rolled out Cluster wide. NHS London will review progress every two months.

The CQC Action Plan contains evidence of progress to date.

**Challenges for the service**

It has not been possible to appoint a substantive post holder to the role of Designated Nurse. However, a long term contractor who is experienced in the role and familiar with the organisation is now in place.

A comprehensive review of safeguarding systems, policies and procedures is required within the newly formed organisation to ensure, where possible, consistency of responses to promotion of welfare and safeguarding practice across the organisation. Plans are underway to ensure this review takes place. The work will be included as part of the portfolio of work of the new Designated Nurse for Safeguarding.

A review of the training needs analysis within commissioning is required to ensure that it meets with the requirements outlined in the CQC action plan.

Monitoring of health economy training provision is required as a performance assurance for the Commissioner and will be developed by the Designated professionals as evidence of compliance with key performance indicators.

The Commissioner will begin the development of robust assurance mechanisms for use across the health economy and a performance reporting framework to ensure that the Board are assured of progress and safeguarding improvement.

**Priorities for 2012-13**

- To ensure that safeguarding practice, safeguarding improvement and changing outcomes for children are robustly recorded;
- To ensure that data capture takes place and is used as evidence of safeguarding compliance, developments in service planning and provision improving outcomes for children and young people in the borough;
- Recruitment, and retention, of staff in key safeguarding leadership roles takes place;
- Align and ratify joint policy, procedure and strategies in place for safeguarding children across the NHS health economy and ensure that these are aligned to the key outcomes for children;
• Development of / and or ratification of a set of performance measures (KPIs) as performance assurance to the Commissioning organisation. Performance Monitoring reporting schedule run alongside;

• Early engagement with key stakeholders in response to the Health and Social Care Bill to ensure that safeguarding is firmly embedded into all Commissioned and contracted services as part of what will become Clinical Commissioning Groups (CCGs) and;

• Partnership working with Inner North East London (INEL) health organisations to ensure safeguarding monitoring and compliance takes place across the newly formed health economy;

• Ensure that Commissioning contracts firmly embed safeguarding expectations, compliance, evidence monitoring, assurance of performance, development of services and service delivery leading to improved outcomes for children, young people and their families.

2.8 Private Voluntary and Independent sector

The Children and Young People Service Provider Network (CHYPPS) has a number of actions within its work plan that help promote safeguarding, including a review of the skills held within the PVI sector, which in turn is feeding the negotiations re: access to relevant training.

The two CHYPPS Officers completed two-day Designated Safeguarding Lead (DSL) training.

Voluntary Action Waltham Forest, the CHYPPS host organisation, updated its Safeguarding and Safer Recruitment policies and completed the Certificate of Minimum Standards (CMS), a quality mark that helps organisations to promote safer working practices. One of the CHYPPS officers coordinates the CMS project.

CHYPPS Chair also chairs the CMS steering group and attends the Safeguarding Board - ensuring effective lines of communication.

CHYPPS network ensures the dissemination of relevant safeguarding information to its members (information from the WFSCB, Safer Network, NSPCC, Children England and ISA, etc.) - circulated to approximately 150 member organisations.

Via CMS, three rounds of two-day DSL training has been offered to PVI Early Years providers (total of 67 attendees).

Challenges for the service

CHYPPS is a network of providers rather than a single agency - however as you can see in our response above we have worked with single agencies across the sector and we understand the challenges facing them. In 2011-12 our members have told us they face challenges re: Capacity, Training and Resources largely due to reduced funding.

Multi-agency working

The challenges to multi-agency working are a reflection of those for single agencies - Capacity, Training and Resources. We have attempted to address these challenges by looking at ways for single agencies to work together
Priorities for 2012-13

The priorities for CHYPPS with regards to safeguarding are:

- to secure funding to allow us to continue our work in championing and equipping the voluntary sector in areas of safeguarding, in particular in safe recruitment, training and early intervention processes (Common Assessment Framework - CAF);
- to understand the new governance structures and where/how the voluntary sector can continue to have a voice to ensure that vulnerable children and young people remain firmly on the agenda;
- to continue to develop, provide and/or influence training programmes appropriate to our members. In partnership with WFSCB training we will be looking to equip senior managers with the ability to deliver Level 1 safeguarding training, and ensuring that greater numbers are able to access Safer Recruitment and Designated Safeguarding Lead training (Level 3);

We will continue to act as a Champion for Safeguarding in the PVI sector and seek to develop the sharing of best practice, particularly through the Certificate of Minimum Standards (CMS).

3 Chairs Summary

3.1 Structural and cultural change

WFSCB has made significant positive changes in the latter half of 2011-12 in response to the findings of inspections and the scrutiny of practice provided through the Step Up Plan. These have been outlined earlier in this report. Changes to structure and processes however will only achieve sustainable improvements if they are accompanied by a change in culture and attitude to working together to safeguard children.

The Board is beginning to grasp how effective it can be when members can manage their dual role in representing their agencies (including being a conduit for information and influence) and in acting together as a Board which advocates on behalf of the safeguarding needs of children and young people in the Borough. The priorities and pressures of member agencies will always make collaborative working tough going at times but the Board can see that this is the most effective way to make the necessary changes.

Attendance and participation at Child Protection Conferences and Core Groups is still challenging for some agencies that are essential for the success of a Child Protection Plan. At the strategic level of the LSCB, there are expectations that agencies will ensure that staff are trained, prepared, supervised and supported to understand their role and to discharge their responsibilities. This is particularly challenging when the LSCB has no powers to direct and where services such as schools and health trusts have increasing autonomy. Waltham Forest is no different to any other LSCB in the challenges that it faces to engage the range of schools across the Borough, GP Practices and PVI Early Years services.
However there is a willingness to tackle these issues not least seen by the recent addition of Head teachers to Board membership and the commitment of the Clinical Commissioning Group to fund a Named GP.

3.2 Attendance and representation

Changes can only be sustained where there is consistent and committed membership of the Board. The WFSCB has undergone some changes in membership as a result of the review and in addition there have been some changes in membership due to personnel or role changes within agencies. There have been times when, as a result, consistency of actions between meetings has not been achieved. However, Board members have worked hard to support incoming members and encourage them to make effective contributions.

3.3 Performance Management

One of the criticisms of the WFSCB in the inspections of 2011 was that the Board did not appear to be aware of the concerns described in the priority actions that were found during the unannounced inspection and that the Annual Report did not provide a rounded picture of child protection practice in the Borough.

The challenges in producing such a report are many, in that the LSCB is a body that is largely dependent on the performance reporting arrangements of the member agencies. These are variable in quality and in timeliness of reports and also on the degree to which member agencies support performance data with helpful analytic commentary.

Waltham Forest LSCB has made significant changes in structures and processes this year. It has benefited greatly from the establishment of an Improvement Board in June 2011 which has resulted in a great deal of performance information being reported and tracked through the Step Up Plan and the accompanying performance metrics. This report must be read in conjunction with the findings from the Improvement Board and the trajectory of improvement in performance in key indicators that has been demonstrated.

The LSCB has been able to focus on the aspects of multi-agency practice that have not resulted in improvements in the data by ensuring that those areas are the subject of multi-agency audit or other detailed reporting. Children subject to a Child Protection Plan for two years or more has been one such indicator subject to a case audit, the findings of which are being addressed in the current year.

There are concerns that the breadth and depth of the information available for monitoring will not be sustained once the work of the improvement board has come to an end. Resource constraints in the council are likely to result in reduced capacity for the regular production and distribution of useful management information.

The Board will need to ensure that the performance framework is used as a tool which provides an overview and illuminates particular areas of practice that would benefit from further scrutiny.

Performance information will be placed alongside the information drawn from the Child Death Overview Panel, from the SCR Panel and the Multi Agency case reviews and audits undertaken.

There is a need to progress the work the Board has started on engagement with children and young people through linking individual Board members to existing groups of young people in order to seek
views on safeguarding concerns in order to develop priorities for action.

Similarly there is work to do on developing relationships with practitioners in making sure that the Board is aware of the system constraints in terms of workloads, technology, skills, etc. so that the Board can challenge constructively and be part of the solution.

3.4 Governance

The impact of the changes in governance arrangements for the LSCB with the demise of the Children’s Trust Board and the establishment of the Health and Wellbeing Board has yet to be evaluated. There are significant benefits for the Board in having influence with the commissioners of adults’ and children’s services. There are concerns that the establishment of a Families Directorate, together with these changes, may reduce the profile of services for vulnerable children. The placing of the responsibility for ensuring challenge and development around Early Help for children with the LSCB will mean that roles need to be understood and defined over the coming year.

3.5 Workforce

The transition for children’s services in the Council into a Families Directorate, together with the establishment of a permanent leadership team coupled with the transfer of PCT responsibilities to Clinical Commissioning Groups, will require a robust response from the LSCB in ensuring that membership of, and commitment to, the LSCB is maintained and hopefully enhanced. The maintenance of the Designated and Named professionals’ skill base within health services is likely to be challenging and the recruitment of highly skilled health visitors and social workers will continue to be challenging. The LSCB will need to monitor and report on the impact of such workforce challenges on effective safeguarding practice (Appendix 6 Attendance Report).

3.6 Financial challenges

The WFSCB needs to be placed on a firm financial footing. The budget will need to be agreed in the coming year and commitment sought from member agencies to fund the operation of the Board on an ongoing basis. Negotiations will take place within a climate of reducing grant funding and increasing demands on budgets. However, there is scope to develop multi-agency safeguarding training that generates income for the Board and further work will be carried out in the coming year.
Appendix 1: WFSCB Structure and Membership

Board
Interim Independent Chair: Laura Eades

Subgroups

- Performance Management and Quality Assurance (PMQA) Subgroup
  Chair: Gill Halden

- Policy and Professional Development (PPD) Subgroup
  Chair: Jacqueline Kavanagh

- Child Death Overview Panel (CDOP)
  Chair: Kay Eilbert

- Serious Case Review (SCR) Panel
  Chair: Laura Eades

- Task and Finish Group
  Chair: Laura Eades
## Board Membership as of June 2012

<table>
<thead>
<tr>
<th>Name</th>
<th>Post / agency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laura Eades</td>
<td>WFSCB Interim Independent Chair (Chair)</td>
</tr>
<tr>
<td>Suzanne Elwick</td>
<td>WFSCB Business Manager, LBWF</td>
</tr>
<tr>
<td>Alan Adams</td>
<td>Interim Executive Director of Children Services, LBWF</td>
</tr>
<tr>
<td>Christine Sloczynska</td>
<td>Designated Doctor Child Protection, NELFT</td>
</tr>
<tr>
<td>Jackie Kavanagh</td>
<td>Director of Nursing and Safeguarding Strategic Lead, NELCS</td>
</tr>
<tr>
<td>Ellie O’Connor</td>
<td>Detective Superintendent, Metropolitan Police</td>
</tr>
<tr>
<td>Janette Shaw</td>
<td>Interim Designated Nurse for Safeguarding, NHS NELC</td>
</tr>
<tr>
<td>Gill Halden</td>
<td>Interim Group Manager, Quality Assurance and Safeguarding, LBWF</td>
</tr>
<tr>
<td>Nicky Pace</td>
<td>Interim Divisional Director, Children &amp; Families Services, LBWF</td>
</tr>
<tr>
<td>Iqbal Singh</td>
<td>Detective Chief Inspector, CAIT East Region, Metropolitan Police</td>
</tr>
<tr>
<td>Kay Eilbert</td>
<td>Acting Joint Director of Public Health / CDOP Panel Chair, NHS NELC</td>
</tr>
<tr>
<td>Matt Perry</td>
<td>Chair CHYPSS, PVI network</td>
</tr>
<tr>
<td>John Binding</td>
<td>Service Manager Safeguarding Adults and DOLS, LBWF</td>
</tr>
<tr>
<td>Vaughan Williams</td>
<td>Acting Executive Medical Director, NELFT (3 month post)</td>
</tr>
<tr>
<td>Daniel Phelps</td>
<td>Group Manager, Youth Offending Service, LBWF</td>
</tr>
<tr>
<td>Helen Davenport</td>
<td>Deputy Director of Safeguarding, NHS NELC</td>
</tr>
<tr>
<td>Lynnette Parvez</td>
<td>Head Teacher, Kelmscott School, LBWF</td>
</tr>
<tr>
<td>Prudence Barnes</td>
<td>Head Teacher, Newport School, LBWF</td>
</tr>
<tr>
<td>Liz Fraser</td>
<td>Disability Champion</td>
</tr>
<tr>
<td>Mary Pilgrim</td>
<td>Assistant Chief Probation Officer, Probation Service</td>
</tr>
<tr>
<td>Alastair Macorkindale</td>
<td>Head of Community Safety, LBWF</td>
</tr>
<tr>
<td>Nancy Fontaine</td>
<td>Director of Nursing and Quality, Barts Health NHS Trust</td>
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<tr>
<td>Iram Safia Sheikh</td>
<td>Named GP for Waltham Forest</td>
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<td><strong>Participatory Observer</strong></td>
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</tr>
<tr>
<td>Councillor Clare Coghill</td>
<td>Lead Member: Education, Children &amp; Young People, LBWF</td>
</tr>
<tr>
<td><strong>Members not yet confirmed</strong></td>
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### Performance Management and Quality Assurance (PMQA) Subgroup membership as of June 2012

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<tbody>
<tr>
<td>Gill Halden</td>
<td>Interim Group Manager, Quality Assurance and Safeguarding, LBWF (chair)</td>
</tr>
<tr>
<td>Janette Shaw</td>
<td>Designated Nurse Safeguarding, NHS NELC</td>
</tr>
<tr>
<td>Lynne Tyblewski</td>
<td>Nurse Consultant, NELFT</td>
</tr>
<tr>
<td>Tess Glenday</td>
<td>Partnership Team Manager, Youth Offending Team, LBWF</td>
</tr>
<tr>
<td>Terry Wilson</td>
<td>Principal Officer, Education Support Services, LBWF</td>
</tr>
<tr>
<td>Teresa McLeary</td>
<td>Named Nurse Child Protection, Barts Health NHS Trust</td>
</tr>
<tr>
<td>Kate Hilliard</td>
<td>Detective Inspector, Public Protection, Metropolitan Police</td>
</tr>
<tr>
<td>Rose Kozinos</td>
<td>Child Protection Coordinator, LBWF</td>
</tr>
<tr>
<td>Marie Fitzpatrick</td>
<td>Named Nurse Child Protection, NELCS</td>
</tr>
<tr>
<td>Deep Harkishin</td>
<td>Social Worker, Child and Family Consultation Service, NELFT</td>
</tr>
<tr>
<td>Joanne Guerin</td>
<td>Child &amp; Adolescent Mental Health Service Manager, NELFT</td>
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### Serious Case Review (SCR) Panel Membership as of June 2012

<table>
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<tr>
<th>Name</th>
<th>Post / agency</th>
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</thead>
<tbody>
<tr>
<td>Laura Eades</td>
<td>WFSCB Interim Independent Chair (chair)</td>
</tr>
<tr>
<td>Gill Halden</td>
<td>Group Manager, Quality Assurance and Safeguarding, LBWF</td>
</tr>
<tr>
<td>Christine Sloczynska</td>
<td>Designated Doctor for Child Protection, NELFT</td>
</tr>
<tr>
<td>Suzanne Elwick</td>
<td>WFSCB Business Manager, LBWF</td>
</tr>
<tr>
<td>Margaret Burke</td>
<td>Group Manager, Early Intervention and Prevention, LBWF</td>
</tr>
<tr>
<td>Ellie O’Connor</td>
<td>Detective Superintendent, Metropolitan Police</td>
</tr>
<tr>
<td>Shola James</td>
<td>Principal Lawyer, LBWF</td>
</tr>
<tr>
<td>Janette Shaw</td>
<td>Interim Designated Nurse for Safeguarding, NHS NELC</td>
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</table>
### Policy and Professional Development (PPD) Subgroup

<table>
<thead>
<tr>
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<th>Post / agency</th>
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<tbody>
<tr>
<td>Jackie Kavanagh</td>
<td>Director of Nursing and Safeguarding Strategic Lead, NELCS (Chair)</td>
</tr>
<tr>
<td>Marie Fitzpatrick</td>
<td>Named Nurse, Child Protection, NELCS</td>
</tr>
<tr>
<td>Joanne Guerin</td>
<td>Service Manager, Child &amp; Adolescent Mental Health Services, NELFT</td>
</tr>
<tr>
<td>Teresa McLeary</td>
<td>Named Nurse, Child Protection, Barts Health NHS Trust</td>
</tr>
<tr>
<td>Carlynne Preville</td>
<td>Team leader, Ascham Homes</td>
</tr>
<tr>
<td>Shaminder Ubhi</td>
<td>Director, Ashiana Network</td>
</tr>
<tr>
<td>Phillip Greenstone</td>
<td>Mental Health Social Work Lead, NELFT</td>
</tr>
<tr>
<td>Karen Cooper</td>
<td>Child Protection and Safeguarding Coordinator, LBWF</td>
</tr>
<tr>
<td>Joy Edeam</td>
<td>Child Protection and Safeguarding Coordinator, LBWF</td>
</tr>
<tr>
<td>Tess Glenday</td>
<td>Partnership Team Manager, Youth Offending Team, LBWF</td>
</tr>
<tr>
<td>Nicole Walker</td>
<td>CMS Project Coordinator, Voluntary Action Waltham Forest</td>
</tr>
<tr>
<td>Kate Hilliard</td>
<td>Detective Inspector, Public Protection, Metropolitan Police</td>
</tr>
<tr>
<td>Cecille Tan</td>
<td>Training Administrator, WFSCB</td>
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### Child Death Overview Panel (CDOP) Membership as of June 2012

<table>
<thead>
<tr>
<th>Name</th>
<th>Post / agency</th>
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<tbody>
<tr>
<td>Kay Eilbert</td>
<td>Acting Joint Director of Public Health, LBWF(chair)</td>
</tr>
<tr>
<td>Ellie O'Connor</td>
<td>Detective Superintendent, Metropolitan Police (deputy chair)</td>
</tr>
<tr>
<td>Debi Ray</td>
<td>Designated Doctor for Childhood Deaths and Rapid Response Chair, NHS NELC</td>
</tr>
<tr>
<td>Sabrina Kelly</td>
<td>CDOP Administrator and Single Point of Contact (SPOC), LBWF</td>
</tr>
<tr>
<td>Janette Shaw</td>
<td>Designated Nurse Safeguarding, NHS NELC</td>
</tr>
<tr>
<td>Caroline Jackson</td>
<td>Detective Inspector, Woodford Child Abuse Investigation Team, Metropolitan Police</td>
</tr>
<tr>
<td>Nic Wilson</td>
<td>Clinical Director for Children’s Health, Barts Health NHS Trust</td>
</tr>
<tr>
<td>Prudence Barnes</td>
<td>Head Teacher, Newport School, LBWF</td>
</tr>
<tr>
<td>Wendy Hewlett</td>
<td>Interim Group Manager, Referral and Assessment, LBWF</td>
</tr>
<tr>
<td>Ann Rowland</td>
<td>Lead Nurse for Paediatrics, Barts Health NHS Trust</td>
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## Task and Finish Group Membership as of November 2011

<table>
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<tr>
<td>Laura Eades</td>
<td>WFSCB Interim Independent Chair (chair)</td>
</tr>
<tr>
<td>Suzanne Elwick</td>
<td>WFSCB Business Manager, LBWF</td>
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<tr>
<td>Matt Perry</td>
<td>Chair CHYPSS, PVI network</td>
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<tr>
<td>Eirlys Evans</td>
<td>Deputy Director of Nursing, NHS NELC</td>
</tr>
<tr>
<td>Prudence Barnes</td>
<td>Head Teacher – Newport School, LBWF</td>
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<tr>
<td>Ellie O'Connor</td>
<td>Detective Superintendent, Metropolitan Police</td>
</tr>
<tr>
<td>Nicky Pace</td>
<td>Interim Divisional Director, Children &amp; Families Services, LBWF</td>
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## Appendix 3: WFSCB Budget 2011-12

### 2011-12

**CONTRIBUTION FROM WALTHAM FOREST:**

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<tr>
<td>Special Education Needs</td>
<td>3,000</td>
</tr>
<tr>
<td>Environmental Services</td>
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<tr>
<td>Revenue Budget (base budget)</td>
<td>55,200</td>
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<tr>
<td>Contribution towards Independent Chair (1/3rd of Cost)</td>
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**TOTAL** 69,200

**CONTRIBUTION FROM EXTERNAL PARTNERS:**

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<tr>
<td>London Council</td>
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<tr>
<td>National Probation Service</td>
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<tr>
<td>CAFCASS London Region</td>
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</table>

**TOTAL** 31,010

**CONTRIBUTION FOR INDEPENDENT CHAIR:**

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<th>Organisation</th>
<th>Contribution (£)</th>
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</thead>
<tbody>
<tr>
<td>Metropolitan Police (1/3 of Cost)</td>
<td>5,000</td>
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<tr>
<td>NHS Waltham Forest (1/3 of Cost)</td>
<td><strong>5,000</strong></td>
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</table>

**TOTAL** 10,000

**TOTAL CONTRIBUTIONS TO COSTS FOR 2011-12** 110,210
Appendix 4: Links to Inspection Reports and Serious Case Reviews

LBWF Children’s Services Inspection Reports

• Ofsted annual unannounced inspection of contact, referral and assessment arrangements within the London Borough of Waltham Forest Council children’s services

  Inspection date: June 2011

  http://www.ofsted.gov.uk/local-authorities/waltham-forest

  Click on: Unannounced inspection as pdf (30 Jun 2011)

• Annual Children’s Services Assessment

  Inspection date: June 2011

  http://www.ofsted.gov.uk/local-authorities/waltham-forest

  Click on: Annual assessment of children’s services as pdf (8 Nov 2011)

• Ofsted / CQC inspection of safeguarding and looked after children services
  London Borough of Waltham Forest

  Inspection dates: 12 - 23 September 2011
  Published: 28 October 2011

  http://www.ofsted.gov.uk/local-authorities/waltham-forest

  Click on: Safeguarding and looked after children inspection as pdf (12 Sep 2011)

NHS ONEL Inspection Report

• Care Quality Commission (CQC) Report on the outcome of the integrated inspection of safeguarding and looked after children’s services in London Borough of Waltham Forest

  Inspection dates: 12 - 23 September 2011
  Published: 28 October 2011

LBWF Youth Offending Service (YOS) Inspection Report

- HM Inspectorate of Probation
  Core Case Inspection of youth offending work in England and Wales
  Report on youth offending work in: Waltham Forest

  Published: 11 April 2012

Police Custody Suites (Borough Operational Command Unit of Redbridge) Inspection Report

- HM Inspectorate of Prisons / HM Inspectorate of Constabulary
  Report on an unannounced inspection visit to police custody suites in the Metropolitan Police Service Borough Operational Command Unit of Redbridge

  Inspection dates: 30 January - 2 February 2012

Serious Case Reviews

- Child B
  Executive summary – child B (January 2012)

  Full public report – child B (January 2012)

- Child W
  Executive summary – child W (October 2011)
1. PURPOSE OF REPORT

1.1 This report provides the Scrutiny Committee with a final update on delivery of the Step Up Waltham Forest Improvement Plan and the impact that this has had within the Children and Families Service.

2. RECOMMENDATIONS

2.1 The Scrutiny Committee is requested to:

2.1.1 Note the improvements that have been delivered by the Step Up plan and the impact of the actions taken.

3. BACKGROUND

3.1 The Step Up Waltham Forest improvement plan was initially developed in August 2011, following Ofsted’s unannounced inspection of contact, referral and assessment arrangements and a management review undertaken shortly after the inspection. The plan was further updated following Ofsted’s announced inspection in September 2011, which found services for looked after children to be inadequate.

3.2 As a result of the inadequate judgement for looked after children’s services, the Council is currently subject to an Improvement Notice. The Notice identifies 12 key measures where the Council is required to take action and a separate action plan has been developed in response. Delivery of this plan is well underway and, as with the Step Up plan, progress is closely monitored by an independently chaired Improvement Board. The Board’s membership includes senior officers from across the Council and its partners, the Lead Member for Children and Young People, and a representative from the Department for Education.

4 PROPOSED NEXT STEPS

4.1 Step Up was always intended to be an improvement plan for the 2011/12 financial year and as the vast majority of actions have now been delivered, the plan has formally been closed down. The Step Up Closedown Report (attached at Appendix A), sets out the actions that have been taken in delivering the plan and the impact
these have had. It also identifies actions that need to be carried forward for delivery in 2012/13, some of which are from the original plan, while others are new actions that have been identified in the process of closing down Step Up.

4.2 Some of the outstanding actions will be delivered through the Improvement Notice Action Plan (referred to under 3.2), while others will be delivered and monitored elsewhere. For example, implementation of new management structures within the Children and Families Service is being managed through the usual HR processes for Council reorganisation.

4.3 In line with our Improvement Notice requirements, the Scrutiny Committee is already receiving regular information on adoptions, children placed more than 20 miles from their ordinary residence, and the educational attainment of children in care. From the next meeting onwards, the Committee will also receive a highlight and exception report outlining progress with delivery of the Improvement Notice Action Plan.

5 CONCLUSION

5.1 The Step Up Closedown Report is set out under the four themes of the plan. In many areas, significant progress has been made. For example, in Together We Can, the Council has: undertaken a review of the Waltham Forest Safeguarding Children Board; strengthened corporate parenting arrangements, including supporting Members to effectively undertake their overview and scrutiny roles; and launched a pledge to our children in care, including commitments around employability support.

5.2 A summary showing the percentage of actions completed (as at May 2012) is included at the start of each section in the report. Inevitably some actions remain to be delivered but in the main this is for service led reasons. For example, as noted under Brilliant Basics, some changes to our organisational structures have been delayed until after the Olympic Games.
We still need to:

- Implement the Council’s new senior management structure and recruit to posts within the new Families Directorate by August 2012.

- Ensure that all Chairs of scrutiny committees have an individual development plan in place by July 2012.

- Continue to monitor progress against the employability pledge indicators through the Children’s Services Portfolio Lead Meetings from May 2012.

- Continue to monitor progress with delivering the Corporate Parenting Strategy, associated action plan, and the pledge to children in care, through the Corporate Parenting Steering Group from May 2012.
Introduction

*Step Up Waltham Forest* was our improvement plan for the Council’s Children and Families Service in 2011/12. The aim of the plan is simple: to ensure that we deliver consistently good safeguarding and children in care services, so that we get it right for every child, every time.

The first version of the plan was developed in August 2011, following Ofsted’s unannounced inspection of contact, referral and assessment arrangements and Simon Hart’s management review. In September 2011, Ofsted completed their announced inspection of safeguarding and children in care services and we updated the plan to ensure it included all of the actions we needed to take to address Ofsted’s findings.

This report sets out the actions we have taken in delivering the plan and the impact these actions have had. It also identifies actions that need to be carried forward for delivery in 2012/13, some of which are actions from the original plan, while others have been identified in the process of closing down Step Up.

The report is set out under the four themes of the plan. In many areas, significant progress has been made. For example, in Together We Can, we have: undertaken a review of the Waltham Forest Safeguarding Children Board; strengthened our corporate parenting arrangements, including supporting Members to effectively undertake their overview and scrutiny roles; and launched a pledge to our children in care, including commitments around employability support.

Inevitably, some timescales have slipped but in the main this is for service led reasons. For example, in Brilliant Basics, some changes to our organisational structures have been delayed until after the Olympic Games.

It is clear that a great deal has been achieved by the Children and Families Service, the wider Council, and its partners in the time that this plan has been in place and although Step Up is formally being ‘stepped down’, we will continue striving to get it right for every child, every time.

- Developed a plan to ensure that achievements of children in care and care leavers are formally recognised by the Council and celebrated in a way which the young person can choose. As well as receiving a letter from the Mayor, options will include vouchers of the young person’s choice and a trip or outing either as a group with the Children’s Rights Service or ‘Family Attractions’ vouchers to use with their family or friends.

**The difference it has made:**

- Site visits undertaken by Members between January and March 2012 have included: two of the borough’s primary schools and one special school; the Youth Offending Service at Rowan House; the Children and Families Service at its new location in Juniper House; the Children’s Rights Service; and Southend Borough Council (to review Scrutiny and LSCB arrangements).
- Seven Scrutiny Members attended a workshop on Overview & Scrutiny and Safeguarding in April 2012 and positive feedback was received.
- The number of looked after children and young people adopted or subject to a Special Guardianship Order has risen from 29 in 2010/11 to 32 in 2011/12.
- All young people in Year 10 who are eligible for support in line with the employability pledge, and are able to engage, have had work experience placements secured for them to commence in the summer 2012.
- All 11 of the children in care / care leavers that have graduated from university, have successfully been supported in securing internships.
Involved councillors and children in care in a review of corporate parenting and established a Corporate Parenting Board which includes representation from children and young people and the Children’s Rights Service.

Agreed a Children in Care dataset which is presented to the Corporate Parenting Board on a quarterly basis. In line with the requirements of our improvement notice, this includes data on: the number of children and young people placed more than twenty miles from their ordinary residence; the number of looked after children and young people who are adopted; and educational attainment and outcomes for looked after children.

Established an officer-led Corporate Parenting Steering Group to support the Corporate Parenting Board. The responsibilities of the officer group include: ensuring that the views and comments of children are represented as part of the Board’s discussions; raising the profile of children in care and their carers; and acting as champions for the needs and rights of children in care in their respective service areas.

Developed and launched our pledge to all children in care. The pledge was developed in conjunction with the Children in Care Council and includes new commitments around employability support such as the provision of senior management mentors, priority support from the Careers Service, and work experience placements.

Developed, in conjunction with the Corporate Parenting Board and the Children in Care Council, a Corporate Parenting Strategy. The aim of the strategy is to reinforce our Corporate Parenting function across Council departments and partner agencies through commitment to our pledge to children in care; to our corporate parenting priorities; and by linking to other strategies and agendas that seek to improve outcomes for children in care.

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Summary

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<tr>
<td>Number of actions outstanding</td>
<td>2</td>
</tr>
<tr>
<td>Percentage of actions delivered</td>
<td>80%</td>
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</table>

What we’ve done:

• Developed a web-based Early Help Strategy that builds on the findings of the Munro review and sets out our commitments in relation to providing early help, including the borough’s ‘Top Twenty’ early help programmes. These are organised under four age related themes: The best start in life (for families with children aged 0-5); Growing up well (for families with children aged 5-11); Readiness for adult life (for families with young people aged 11-19); and Supporting parents and families (across the age-ranges).

• Acted on the findings of the Munro review by creating a new Early Intervention and Prevention (EIP) Service. The team is located within Extended Services, which has helped to build positive relationships with Early Years services and strengthen partnerships with the private and voluntary sector.

• Developed a timetable and plan for permanent recruitment to these posts by August, allowing for a full handover to take place between employees taking up new posts and the interim Director and Divisional Director.

• Undertaken a local assurance test of the above proposal to ensure that the proposed structure will fulfil statutory duties, be transparent about responsibilities, and support effective partnership working. The test has included reports to Management Board and the Local Safeguarding Children Board, examination by Overview and Scrutiny and discussion with the Department for Education.

• Delivered two sessions of training to assist councillors in being able to effectively challenge and support safeguarding and children in care services. One of these sessions was provided by the Lead Member and interim Divisional Director for Children and Families and the second was delivered by the Children in Care Council.

• Developed a resourced action plan for delivering our agreed approach to strengthening scrutiny, which was highlighted in the Ofsted inspection of safeguarding and looked after children’s services as an area for improvement, and is a requirement of our improvement notice.

• Commenced delivery of the action plan. This has included the Lead Member and interim Divisional Director for Children and Families Services attending all scrutiny committees to raise the profile of safeguarding and looked after children. Other actions undertaken include a series of site visits by Members to meet with officers, carers, service users, partners, and their counterparts in other boroughs; and bespoke workshops for scrutiny Members facilitated by the Centre for Public Scrutiny.
Summary

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What we’ve done:

- Secured senior leadership for the Children and Families Service by appointing an interim Director of Children Services and an interim Divisional Director for Children and Families, who will both remain in post until September 2012.
- Developed proposals and consulted with staff and trade unions on a new senior management structure for the Council, which includes the creation of a Families Directorate and the introduction of a Deputy Chief Executive role. The new structure will provide dedicated senior management leads for Children and Families, Education Improvement, Adult Social Care, and Strategic Commissioning. The Families Directorate management team will also include the Director of Public Health post, which is currently a joint appointment with the NHS and due to transfer wholly into the Council in April 2013, and a Head of Troubled Families.
- Re-launched the Common Assessment Framework (CAF) through a series of six-weekly area-based practitioner forums.
- Invited schools to send representatives to these forums where we have explained the CAF process and role of CAF Champion, so that practitioners taking on this role fully understand their responsibilities.
- Introduced an Early Intervention Multi-Agency Panel which brings together key partner agencies to look at more complex CAF cases and agree a co-ordinated response.
- Completed a review of current provision for children on the edge of care, which has led to the agreement to create a Children’s Resource Panel. The panel will be chaired by the Interim Divisional Director for Children and Families and its purpose will be to coordinate and access early support services and to challenge any request for care.
- Reviewed our processes and procedures in relation to the safeguarding needs of home-educated children and revised our Elective Home Education Policy to include annual home visits – a recommendation from the Ofsted inspection of safeguarding and looked after children services.
- Presented the revised Elective Home Education Policy to the LSCB for dissemination to appropriate professionals. The policy is being monitored termly by the Behaviour, Attendance and Safety Strategy Group. An annual monitoring report has also been provided to the LSCB.
• Introduced termly meetings for all parents who are home educating, and their children, facilitated by the Education Welfare Team. At these meetings, activities are arranged for the children and we share information and hear concerns and requests from parents.

The difference it has made:

• We now have CAF Champions in 100% of the borough’s schools and main referring agencies, who act as the lead person for CAF within their organisations and are responsible for embedding usage and monitoring effectiveness.

• Satisfaction with the new CAF training is high, with 94% of respondents stating that they gained a significant amount of extra knowledge.

In a recent audit of CAFs, recording of data has improved in 11 out of the 14 key areas evaluated when compared with the previous year. The percentage of CAFs rated as Good for the recording of outcomes relating to impact on the child has improved from 42% in 2010/11 to 53%. The recording of conclusions and actions relating to these outcomes has also improved, with 90% rated Good or Satisfactory compared with 80% in 2010/11.

• Compared with 2010/11, there has been a 44% increase in CAFs recorded, and an 84% increase in the number of Team around the Child meetings held.

• 7 parents and 7 children attended the first Elective Home Education seminar in October 2011, and at the February 2012 meeting this rose to 7 parents and 11 children.

• Where any gaps are identified, commission additional services for children who are at risk and/or work with perpetrators of domestic abuse who have not been convicted of an offence. This will be phased into the Best Start in Life commissioning strategy for delivery from August 2012.

• Through continued Children and Families Service representation at MAPPA (Multi-Agency Public Protection Arrangements) meetings, further improve partners’ understanding of the differing responsibilities of social care and the criminal justice agencies regarding children who pose a risk to the community, from June 2012.
• Further improve timeliness of initial health assessments. Following an admin review in Health, responsibility for recording assessment dates on the social care system has moved to children’s social care services and this change has impacted on our ability to report accurately on performance. This is currently being addressed and should be reflected in performance reports from May 2012.

• Evaluate the impact of CAMHS’ fast track service for children in care. This has been included in the children in care commissioning plan for delivery by October 2012.

• Through the revised decision making panel structures, ensure that robust systems are in place for setting timescales and following up decisions from June 2012.

• Continue to develop strategies to reduce the percentage of children placed out of borough or more than 20 miles from home. Although we have been considering the use of adequate in borough provision for several months, the impact so far has been negated by the aim to not use residential provision at all where possible. We will continue to monitor this indicator and provide data to Members through the Children in Care Dataset from May 2012.

• Appoint to the shared post between Youth Offending and Children in Care services, and review the work of the post holder through the Risk of Offending Group from June 2012.

• Continue working with Community Safety to review existing provision for children who are at risk because of domestic violence and ensure that the needs of children and young people are reflected in procurement of the new service from September 2012.

• In the Early Intervention and Prevention (EIP) Service, Step Down processes, whereby families are supported in the transition from social care to universal services, are beginning to impact. Since January 2012, 24 cases have been stepped down to the EIP service from Social Care and 27 have been stepped down from Child and Adolescent Mental Health Services (CAMHS).

We still need to:

• Update the Early Help webpage with our revised CAF form (which has been simplified following feedback from professionals and to reflect good practice from other boroughs) and CAF handbook by May 2012.

• Develop a resourced action plan for implementing e-Enabled CAF locally. The feasibility of this is being explored through Service Redesign Workshops as part of the work to upgrade Isis - scheduled for completion in July 2012.

• Improve recording of comments from the child or young person on CAFs. Although the recording of parents’ comments had improved in the last audit, the child’s comments were only recorded in 33% of the CAF’s audited. This will be addressed through refresher training sessions and monitored through quarterly CAF audits from June 2012.

• Commission/decommission services for children on the edge of care. This will commence following consultation on the ‘Best Start in Life’ Children’s Commissioning Strategy, which will be completed in July 2012.
• Establish the Children’s Resource panel. Terms of Reference have been drafted, subject to consultation and agreement with partners, and a shadow panel will be convened by end of May 2012.

• Continue to develop the termly meetings for home educated children and their parents and use these as a forum to consider education plans and resources from June 2012.

• Further improve the process for Stepping Down cases to the Early Intervention and Prevention (EIP) Service, particularly from Planning and Intervention (P&I). This will be partly addressed through the Children and Families Management restructuring (see Brilliant Basics – Organisational Structure) which will bring Referral and Assessment and Planning and Intervention together into one service. Other actions will include the EIP Social Worker attending all final Child in Need meetings to agree the stepping down of cases from May 2012.

• As part of our Education Improvement Strategy, a new pupil tracking spreadsheet has been developed which is improving our capacity to target pupils in need of more intensive support. Deployment of the Looked After Children Education Team is also being organised to reflect the identified priorities around children educated in out of borough settings.

We still need to:

• Agree the funding formula for the effective operation of the Local Safeguarding Children Board by May 2012.

• Finalise and implement the LSCB’s revised performance management framework by July 2012.

• Recruit permanently to the post of Local Safeguarding Children Board Chair by September 2012.

• Ensure that future Joint Strategic Needs Assessments fully reflect the needs of children in care, disabled children and all relevant issues affecting children and young people’s lives, from October 2012.

• Commission a ‘training the trainers’ programme to allow for the provision of safeguarding training for voluntary sector managers from July 2012.

• Deliver additional safeguarding training sessions for those staff who do not work directly with children and families from June 2012.

• Continue to scrutinise progress against the inspection recommendations for health agencies, through the CQC action plan exception reports reported to Improvement Board and the LSCB, from May 2012.
The difference it has made:

- The revised membership of the Local Safeguarding Children Board is now compliant with the statutory guidance ‘Working Together to Safeguard Children 2010’ and, in line with best practice, consists of less than 25 members.

- As a result of the quarterly meetings with the police, a small Multi Agency Safeguarding Hub (MASH) has been established to provide multi-agency decision making on police referrals.

- The percentage of children entering care who received their initial health assessment within 28 days increased from 20% in November 2011 to 86% in January 2012.

- The review of strategic partnerships has resulted in a more streamlined structure, with clearer accountabilities and greater children and young people’s services representation across our wider partnership governance structure.

- We have approved 21 new in-house foster carers this year (against the target of 25), compared with 11 approvals in 2010/11.

- The Risk of Offending group is delivering greater cohesion in the planning and sharing of risk assessments on the shared cohort of young people that it oversees. The group has also overseen the development of the YOS Service Standards for Children in Care.

- An advert has been placed for the shared (YOS / Children in Care) post, with interviews to be held on 17 May 2012.

Summary

| Total number of actions in this theme | 8 |
| Number of actions delivered | 7 |
| Number of actions outstanding | 1 |
| Percentage of actions delivered | 88% |

What we’ve done:

- Strengthened leadership at the front door by recruiting a dedicated interim Group Manager who is solely responsible for Referral and Assessment.

- Through the Children and Families Management restructure, agreed to create a ‘Head of Assessment, Family Support & Protection’ post, to provide a more joined up and responsive service. The new structure also includes two Deputy Head of Service roles to increase capacity.

- Employed a specialist consultant to deliver group coaching sessions to all front line teams in Referral and Assessment. This has been supplemented by individual case discussions around risk and threshold issues with the interim Group Manager for Referral and Assessment.
• Established a weekly Referral and Assessment first line manager group which is used by the Interim Group Manager to drive improvements and improve ownership of performance among teams.

• Reviewed ‘duty’ arrangements and created a new Referral and Advice function, which has strengthened the front door by freeing up the Assessment Team to carry out assessments and allowing the service to provide a more timely response to referrers.

• Provided training to partner agencies to improve understanding of our threshold levels.

• Introduced specialist roles at the front door to address the needs of two specific vulnerable groups. These are a domestic violence lead practitioner and a No Recourse to Public Funds (NRPF) worker, who is responsible for assessing families who are subject to immigration control and have no entitlement to welfare benefits or public housing.

• Implemented a new risk assessment tool and guidance. This has been rolled out across the service through a series of workshops aimed at aiding understanding and application of the tool by using real case examples.

• Rolled out the new risk assessment tool across the rest of the service, including Planning and Intervention.

• Continued to audit case files held by Referral and Assessment, and subject Section 47 enquiries to senior management review.

• Established a small Multi Agency Safeguarding Hub (MASH) by co-locating with the police to provide multi-agency decision making on police referrals.

• Reviewed our policy on only using in-borough residential provision that is rated good or better by Ofsted, and begun to consider the use of adequate provision where it meets the needs of the child.

• Agreed a target to increase our in-house provision of foster care by 25 placements each year and developed a project plan containing actions to support this (see Start Well – Recruitment & Retention).

• Established a Risk of Offending Group, with membership from the Youth Offending Service (YOS), Children in Care and the Police’s Youth Offending Team, with the aim of working together to reduce offending and reoffending by looked after children. Specifically the group is responsible for overseeing the identified cohort of young people, developing a comprehensive policy on the use of restorative justice approaches and developing a shared post that will hold YOS cases but be jointly managed by Youth Offending and Children in Care services.

• Through the Risk of Offending Group, analysed rates, patterns and trends in offending by looked after children and presented an overview report to SafetyNet’s Offender Board. The Board has also agreed to take this report as a regular agenda item.

• Strengthened arrangements for planning and monitoring the education of children in care by finalising and implementing our Education Improvement Strategy. The strategy addresses key points raised during the Ofsted inspection of safeguarding and looked after children’s services and progress is monitored by our Corporate Parenting Steering Group.
Agreed, in response to the review of strategic partnerships and issues highlighted during the Ofsted inspection of safeguarding and looked after children’s services, to amend the terms of reference of SafetyNet (our Community Safety Partnership) to include a requirement to consult key partners engaged in services for children and young people when developing its annual Strategic Assessment.

Reviewed our existing arrangements and opportunities for joint commissioning between Health and Children and Families Services, and - with involvement from NHS ONEL, Waltham Forest Borough Director and the Chair of Clinical Senate - drafted an overarching joint children and young people’s ‘Best Start in Life’ commissioning strategy. The strategy covers health and wellbeing at key life stages up to age 19 years (or age 25 for care leavers) and includes commitments to promote early intervention and to provide support for those children and young people requiring intensive support services through a tiered approach.

Agreed with Child and Adolescent Mental Health Services (CAMHS) a fast track route for children in care to access their services.

Following the review of decision making panel structures (see Start Well – Early Help; and Brilliant Basics – Quality Practice), developed draft terms of reference for the new Children in Care panel which include the CAMHS service manager in the proposed membership. This reflects the importance of involving CAMHS in the assessment of any therapeutic provision – one of the requirements of our improvement notice. The draft Best Start in Life commissioning strategy and commissioning plan for children in care also reflect the need to improve in this area.

The difference it has made:

- The significant backlog of assessments (approximately 600) that had accumulated prior to September 2011 has now been fully cleared.

- Although reported year on year performance shows a decline, the percentage of assessments completed within timescale is now an accurate reflection of performance. In the three months since the backlog has been cleared, ‘in month’ performance for initial assessments completed within timescale has improved from 59% to 89%.

- The average time taken to complete core assessments has reduced from 39 days in the first quarter of the year, to 27 days in the last quarter (against the 35 working day timescale).

- The number of families with no recourse to public funds has reduced from 24 in April 2011, to 11 families as at March 2012.

- 104 staff across the Children and Families Service have received training in the use of the new risk assessment tool and guidance.

- Feedback from the risk assessment workshops indicates that staff have benefitted from attending training with colleagues from other parts of the service, and that they have found the sessions beneficial.
We still need to:

• Review the service standards used by Referral and Assessment - and those used by the whole Children and Families Service. This will link in with the work to upgrade Isis, scheduled for completion in **July 2012**.

• Held two meetings with safeguarding leads in health to review the process for alerting health agencies to children who enter care, and the arrangements for undertaking initial health assessments. Through these meetings we have: agreed a new system where reliance for notification is not placed solely on social workers; addressed an ICT problem that was resulting in notifications not being received; and addressed issues regarding the timely completion and quality of forms, and the availability of professionals (both on Health and Social Care sides) for health assessments. We have also recently agreed new administrative arrangements.

• Completed a review of all the strategic partnerships associated with children and young people services to ensure they operate effectively, that priorities are joined up, and that relevant information is shared. The review led to the disbanding of the Children Trust Board (CTB) and integration of the Board’s responsibilities into our Health and Wellbeing structures, as well as changing the reporting lines of various sub-groups from the CTB to the Joint Commissioning Board. Other proposals that were agreed included ensuring that the Health and Wellbeing Board membership includes a representative from Education and a clinical lead for children and young people.

• Agreed arrangements for the impact of the Children and Young People’s Plan to be reviewed and scrutinised by key stakeholders at an annual (initially bi-annual) partnership event until its completion in 2013.
• Recruited an interim Independent Chair for the Local Safeguarding Children Board.

• Worked with the Local Safeguarding Children Board to undertake a review of its overall effectiveness, including its approach to performance challenge and leadership on safeguarding – a key area for improvement identified during the Ofsted inspection of safeguarding and looked after children’s services, and a requirement of our improvement notice.

• Implemented the recommendations of the LSCB review, which included bringing the Strategic Leadership Board and the Executive together into one streamlined Board, and making the Serious Case Review Panel a standing panel, to be chaired by the Independent Chair of the LSCB.

• Reviewed the take up of safeguarding training by partner agencies - an area for improvement highlighted in Ofsted’s inspection of safeguarding and looked after children’s services - and reported on this to the Local Safeguarding Children Board.

• Identified additional training needs and ensured that these are addressed in the LSCB’s 2012/13 training programme.

• Implemented quarterly meetings between the Children and Families Service and those police units responsible for child protection, to improve joint working and monitor the use of Police Protection powers in the borough.

• Issued a communication to all partner agencies, reminding them of the role of the Local Authority Designated Officer (LADO) and updated the LSCB’s forward plan to include scrutiny of a quarterly report on referrals made to the LADO.

Summary

| Total number of actions in this theme | 8 |
| Number of actions delivered          | 6 |
| Number of actions outstanding        | 2 |
| Percentage of actions delivered      | 75% |

What we’ve done:

• Reviewed the Council’s Recruitment and Retention Strategy and identified the improvements required to meet the Council’s needs and bring the strategy into line with best practice.

• Developed and delivered a recruitment campaign to attract more social work staff to the borough.

• Ensured that all vacant social work posts are always featured on the jobs page of the Council website.

• Tightened up our arrangements for following up written references with telephone calls – a recommendation from the Ofsted inspection of safeguarding and looked after children services.
• Agreed a target to increase our in-house provision of foster care by 25 placements each year and developed a project plan to support this. Actions include recruiting a pool of sessional workers to achieve a faster turnaround of Foster Carer assessments, and the future development of a Specialist Foster Carers Scheme to place more complex and challenging children and young people in house.

The difference it has made:

• Subject to pre-employment checks, we have offered permanent positions to six new social workers and senior practitioners – two more than the number recruited in 2010/11.

• We have supported two existing Council employees into Newly Qualified Social Work (NQSW) posts through the Grow Your Own scheme and we are currently advertising further NQSW posts, with interviews to be held in late May 2012.

The percentage of team manager and deputy team manager posts occupied by permanent staff has increased from 63% in 2010/11 to 82% in 2011/12.

• We have approved 21 new in-house foster carers this year, compared with 11 in 2010/11.

We still need to:

• Analyse exit data and use this to identify actions that will improve the retention of high quality staff from May 2012.

• Undertake an assessment of the changing demography of the borough and its implications for workforce development by June 2012.

Summary

| Total number of actions in this theme | 31 |
| Number of actions delivered | 26 |
| Number of actions outstanding | 5 |
| Percentage of actions delivered | 84% |

What we’ve done:

• Presented the Step Up plan to all relevant boards (including Children Trust Board, Health and Wellbeing Board and the LSCB) for discussion, and to secure the commitment of partners in the Step Up agenda. The plan was then updated in light of partners’ feedback and all boards have received regular progress updates on the Step Up plan as a standing agenda item at their meetings.

• Updated the LSCB’s forward plan to include regular scrutiny of progress against the recommendations for health agencies included by Ofsted in the safeguarding and children in care inspection report, i.e. progress updates against the Care Quality Commission (CQC) action plan.

• Presented Ofsted’s findings in relation to contraception and sexual health services to the Children Trust Board and agreed that actions to deliver improvement should be progressed through the CQC action plan.
We still need to:

• Ensure that staff remain engaged in the Step Up agenda beyond the life of the plan, through strong communications and a continued focus on ‘getting it right for every child every time’, from May 2012.

• Finalise our revised recruitment and retention plan and commence delivery from July 2012.

• Increase the percentage of social worker and senior practitioner posts occupied by permanent members of staff from the current figure of 57% to at least 70% by March 2013.
Summary

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What we’ve done:

- Developed a new one-day group induction model for the Children and Families service, which includes information on the role of elected members in safeguarding and corporate parenting, to complement the existing induction package.
- Reviewed the corporate arrangements for induction and agreed to develop a new, more interactive approach to complement the Council’s existing e-induction.
- Developed an action plan to implement the recommendations from the Newly Qualified Social Worker (NQSW) Pilot evaluation report of September 2011 and strengthen the support offered to NQSWs and their managers. This has included the use of placement reports to identify learning gaps and ensuring that professional development is regularly reviewed and discussed during supervision.

- Held six-weekly Together We Can staff groups, where staff from all tiers of the Children and Families Service are able to meet with the Interim Divisional Director and put forward their views on how services can be improved.

The difference it has made:

- In Ofsted’s report of the inspection of safeguarding and looked after children’s services in Waltham Forest, inspectors noted that: “Staff at all levels display a good knowledge and commitment to the priority areas outlined in the [Step Up] plan and to the action that is being taken”.
- Feedback from the Together We Can staff groups has been positive and indicates that staff have welcomed the opportunity to put forward their views and feel listened to. An example of action taken in response to staff suggestions is a welcome event which was held for staff following the move to Juniper House (see Brilliant Basics – Accommodation & ICT).
- By engaging front line staff through the Together We Can sessions, the Interim Divisional Director has been able to gain insight about the improvements that will most impact upon the services children and their families receive. An example is the review of decision making panel structures (see Start Well – Early Help; and Brilliant Basics – Quality Practice), which followed feedback from staff on their concerns about duplication of processes.
Summary

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What we’ve done:

Consulted with staff in the ongoing development of the Step Up priorities and improvement plan. The original plan was discussed with staff at site meetings and subsequent versions have been taken to the Children and Families Service Managers Forum, where managers have taken part in workshops to identify the actions required to meet agreed objectives.

- Produced a regular electronic newsletter updating staff on progress in delivering the Step Up plan and included progress updates as a standing agenda item at the Children and Families Service Managers Forum.

- Created a page on the Council’s intranet site, ForestNet, where staff can access the Step Up plan, current and previous issues of the newsletter and other associated documentation such as our inspection report and Improvement Notice.

- As part of an overall Leadership and Management Development model, developed proposals for a First Line Manager ‘cluster learning’ programme, to develop staff who become managers for the first time. This will include a combination of e-learning, specifically tailored courses, action learning and group supervision.

The difference it has made:

- We have retained 80% of the Newly Qualified Social Worker cohort that took part in the last NQSW pilot programme.

- 60% of those who took part completed their assessed work and will be able to attend the post qualification consolidation module from June 2012.

We still need to:

- Implement the new group induction model in the Children and Families service and gather feedback on this from June 2012.

- Implement the agreed changes to the Council’s corporate induction and gather feedback from June 2012.

- Ensure that Newly Qualified Social Workers, new staff, and their managers complete post-training questionnaires and return these to the Practice Development Manager for collation and analysis from May 2012.

- Explore options that would allow us to reduce the number of complex cases held by Newly Qualified Social Workers - a recommendation made by external NQSW supervisors - from June 2012.
• Implement and assess the impact of the First Line Manager cluster learning programme from June 2012.

• Items the Children in Care Council have been consulted on to date include Semi-Independent Living and the new Children and Families Management structure.

We still need to:

• Further improve our recording of the views, wishes and feelings of children, and ensure these are taken into account. This has been highlighted through auditing as an area for improvement, and compliance will be monitored through the Key Milestone Auditing Tool from May 2012.

• Identify and deliver actions to improve access to complaints for children and young people. During the Ofsted inspection of safeguarding and looked after children’s services, some children reported that they are not always given information about how to complain. This will be progressed by September 2012.

• Identify and deliver actions to ensure that service user feedback is captured and used to inform service improvements. This will include: a quarterly item on learning from complaints and learning from serious case reviews at the Children and Families Service Managers Forum; and a survey of all children aged 11 and up who are subject to a child protection plan. Both of these actions will be delivered from May 2012.

• Review our arrangements for consulting with the wider children and young people community and parents, and particularly those who may receive a service, in relation to major decisions made by the Council and its partners by September 2012.
• Transferred responsibility for social care complaints to the corporate Complaints Team within Residents First. This supports the implementation of the Council’s Complaints Review which identified opportunities to improve both complaint handling and the way in which learning from complaints is used to inform service improvement.

• Reviewed our arrangements for consulting with the Children in Care Council on major decisions made by the Council and its partners and developed a consultation timetable for items to be scheduled on the Children in Care Council’s agenda.

• Developed a Participation Strategy for children in care and care leavers. The strategy contains actions to engage harder to reach children and young people, including: younger children, disabled children and young people, and those placed out of borough.

Agreed a process for consulting on how children in care can be better supported to feel safe in the communities where they live – an issue highlighted during the Ofsted inspection of safeguarding and looked after children’s services. Initial discussions have taken place at Children in Care Council and a telephone survey is now planned for the May half term, to give young people the chance to comment further on this issue and offer suggestions. The Children’s Rights Service has also undertaken work with social workers and carers to reflect on their experiences of children and young people, and use these to improve the support available.

The difference it has made:

• The review of all open cases involving disabled children is on track to be completed by the end of June 2012 and all short breaks cases have now been reassessed by the Short Breaks Panel.

Summary

| Total number of actions in this theme | 7 |
| Number of actions delivered | 7 |
| Number of actions outstanding | 0 |
| Percentage of actions delivered | 100% |

What we’ve done:

• Successfully managed the accommodation move of all Children and Families staff, who are now co-located in a single, fit for purpose building – Juniper House.

• Rolled out the technology and processes required for mobile working, so that Children and Families staff can work flexibly from other locations across the borough and from home.

• With support from consultants at Corelogic, completed a review of our case management system, Isis, and developed an action plan to deliver the improvements required to bring Isis into line with best practice for electronic case management systems.

• Secured capital funding for the work to upgrade Isis and commenced delivery of the action plan, which is overseen and monitored by a Joint Development Board that includes representation from Adult Social Care and Children’s Services.
The difference it has made:

• Feedback from the Children’s Rights Service indicates that the re-location of staff to Juniper House has been positively received by young people, who find the building more accessible due to its central location and public transport links.

• Other services, including Youth Offending Services, are now considering holding some sessions at Juniper House as its location does not have the same issues with gang boundaries as other venues within the borough, e.g. Rowan House.

• As well as improved communication between teams and better joined up working, the co-location of Children and Families staff in one building will permit a number of efficiencies to be achieved through the Administration review (see Brilliant Basics - Organisational Structure). Many of the teams had their own individual office manager and receptionist and as a consequence of the move, there is no longer a need for such arrangements. The review is intended to eliminate any duplication in roles and have a more co-ordinated approach to service delivery.

We still need to:

• Complete the outstanding work to bring Isis into line with best practice for case management systems. The relevant software upgrades have been completed but work on business processes is being progressed alongside Adult Social Care, with workshops underway to identify service requirements so that the system can be reconfigured to match these. The estimated completion date is now August 2012.

Summary

| Total number of actions in this theme | 7 |
| Number of actions delivered | 5 |
| Number of actions outstanding | 2 |
| Percentage of actions delivered | 71% |

What we’ve done:

• Ensured that future management audit activity includes a clear focus on the views, wishes and feelings of children by including this component in the Key Milestone Auditing Tool launched in April (see Performance Matters – Quality Assurance). The tool also contains an action plan to ensure that corrective action is identified and taken, and a section on whether the child’s needs in respect of religion, culture, race, language, disability and gender have been addressed.

• Commenced a review of all open cases involving disabled children (see Brilliant Basics – Quality Practice), which will also include checks that the child’s views, wishes and feelings have been recorded and taken into account.
We still need to:

- Further improve compliance with the requirement for managers to undertake quality audits, as performance in this area declined to 60% in March 2012. Continued non-compliance will be addressed through the actions agreed under Performance Matters - Tackling Poor Performance, so that performance will be consistently above the target of 80% from June 2012.

- Finalise and implement the revised Quality Assurance Framework, ensuring it addresses all relevant recommendations from the London Regional Safeguarding Advisers’ review of quality assurance, by May 2012.

- Following its launch at Children and Families Service Managers Forum in April, pilot the Key Milestones Auditing Tool across the service for four months from May 2012.

- Commence monthly reporting in line with the agreed Quality Assurance Monthly Report format and use information arising from completed audits to measure areas for practice improvement from June 2012.

- Ensure that the requirement to undertake regular auditing of risk assessments is reflected in the revised auditing tool which is currently under development and will be rolled out following the four month pilot of the Key Milestones Auditing Tool, from September 2012.

- Review the process for undertaking multi-agency audits to ensure it is a meaningful exercise that adds value and contributes to multi-agency learning. A themed audit undertaken in March 2012 highlighted significant issues, both with attendance and with the process itself. This will be addressed before the next audit which is scheduled for May 2012.

Summary

| Total number of actions in this theme | 17 |
| Number of actions delivered | 10 |
| Number of actions outstanding | 7 |
| Percentage of actions delivered | 59% |

What we’ve done:

- Reviewed the structure of the Children’s Safeguarding and Protection Service (Referral and Assessment and Planning and Intervention) and created a Referral and Advice function (see Start Well – the Front Door). Further actions to improve management oversight and clarity of decision-making are being delivered through the management restructure. This includes deleting Deputy Team Manager posts and transferring additional responsibilities to Team Managers who will have smaller teams to directly manage.

- Reviewed the structure of the Disabled Children Social Work Team and agreed that, to support co-ordination of services to disabled children and ensure robust safeguarding arrangements, the team will work with Children in Need, children subject to a Child Protection Plan and those subject to court orders other than care orders. Disabled children who are Looked After will continue to be allocated to the Children in Care service.
• Reviewed the structure of the Children in Care Service and agreed a new structure to be implemented through the Children and Families management restructuring. The new structure combines the work of the current Children in Care and Care Leavers services, delivering a service for ages 0-21. This will mean that knowledge about a child will be held by the team and will aid the transition into adulthood.

• Established the nucleus of a Transitions Team, consisting of two workers from Adult Social Care and the Children and Families Service, with two further posts confirmed in Health.

• Through the new management structure, created five Advanced Social Work Practitioner posts in recognition of the need for career pathways that enable experienced social workers to remain on the frontline. These posts will add additional capacity, carrying a small complex caseload but also providing advice and guidance on practice initiatives and taking the lead for specific areas of social work development.

• Established a single commissioning unit for the Families directorate to ensure that a consistent, whole system approach to strategic commissioning is adopted and provide a platform from which to commission and deliver integrated services in the future.

• Reviewed administrative support following the move to Juniper House and launched a formal consultation on the proposed new structure which, as well as delivering savings, aims to reduce the administrative burden placed on frontline officers.

• Developed a draft Quality Assurance Framework which includes the requirement to undertake regular auditing of risk assessments.

• Developed a Key Milestones Auditing Tool to capture information arising from safeguarding practices. This single tool replaces the series of audit tools previously in use across the service and requires the auditor to focus on eight key areas. It is designed to provide the opportunity to reflect on practice and measure the effectiveness of work and intervention.

• Developed a monthly Quality Assurance report which will bring together team level data from monthly quality audits, supervision audits, case file supervision audits, Child Protection alerts and alerts from the Independent Reviewing Service.

• Agreed with the Local Safeguarding Children’s Board a programme of multi-agency audits to be undertaken in 2012/13.

The difference it has made:

• Following the launch of the requirement for managers to undertake quality audits, in January 2012 compliance with this requirement across the Children and Families Service was 77%.
**Summary**

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<td>86%</td>
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**What we’ve done:**

With support from the London Regional Safeguarding Advisers, undertaken a review of our arrangements for quality assurance and reported the findings of the review to Improvement Board. Recommendations included drawing together existing resources from across the service into a single data team and revising our quality assurance framework and standards.

- Introduced the requirement for all managers across the service to undertake quality audits, and included an indicator to measure compliance in the monthly Step Up performance metrics reported to Improvement Board.
- Recruited an interim Group Manager for Quality Assurance and through the Children and Families management restructuring, redesignated the Principal Officer role within this service as a Deputy Head role.
- Developed proposals for the creation of a Management Support and Information Unit for the Families directorate and launched consultation on this. The unit’s responsibilities will include enabling managers to record accurate data and use the reports generated from Isis to inform their day-to-day management and decision making. The unit will also report on performance to senior officers, elected members and partners, complete statutory social care returns, and work with Strategic Commissioning to ensure that performance information effectively informs commissioning strategies and decision-making.
- Reviewed the current function and structure of the Emergency Duty Team. This has included the ongoing exploration of opportunities for shared services, and the option of delivering the service through staggered start times for staff, i.e. shifts.

**The difference it has made:**

- By establishing more manageable team numbers and removing the Deputy Team Manager’s role, the revised management structure for the Children and Families Service will ensure that managers are brought closer to issues emerging on the front line. It will also ensure that line management and decision making on cases is placed within the same manager’s responsibility providing more consistency and clearer accountability.
• The revised management structure combines a number of functions within the Children and Families service, thereby removing a number of transfer points. This will result in fewer changes of social workers for children and their families.

• The Strategic Commissioning Unit has utilised partnerships with Health and internal and external stakeholders that were developed in Adult Social Care to strengthen the commissioning and procurement functions for the Children and Families Service.

• The unit is currently leading on procurement of the Short Breaks contract, which will provide a variety of mainstream and specialist day, evening and overnight services, so that disabled children and their families can choose from a range of flexible options to meet their individual situations. Costs and procedures are still being reviewed but the projected saving for the Council is over £240,000 per annum.

Assessments are currently being undertaken on 57 young people who, under the old transitions protocol, are due to transfer to Adults Services in July 2012. These assessments will be completed by the end of May. A further cohort of 84 young people are due to transfer this year under the new protocol and a timetable is in place for undertaking assessments on these young people during the school term in which they reach 18.

We still need to:

• Implement the new Children and Families Management structure outlined above, which includes recruiting to the posts of Advanced Social Worker, by September 2012.

• Manage the practical implementation of the agreed option for the Disabled Children’s Social Work Team by July 2012.

• Implement the process for escalating continued non-compliance with management instructions to the Interim Divisional Director and monitor effectiveness from June 2012.

• Identify and deliver additional actions to further embed a performance management culture, including through the use of highly visible performance information, within the Children and Families Service from June 2012.
• Agreed a process for escalating continued non-compliance with management instructions to the Interim Divisional Director. This will include reporting non-compliance through a new monthly performance report to be produced by the interim Group Manager for Quality Assurance, and requiring Team Managers to attend the monthly performance board to report on what action they are taking to tackle issues within their teams.

• Through the Shaping Waltham Forest Programme, reviewed and refreshed the Council’s capability procedure to ensure it is fit for purpose and consulted managers and Trade Unions on the proposed changes.

• Reviewed corporate arrangements for reporting and managing sickness absence to ensure they are fit for purpose and will remain so following implementation of the Council’s Self Sufficient Manager programme.

The difference it has made:

• Feedback from managers on both the tackling poor performance and managing sickness absence workshops was very positive.

• Following the workshops, HR have reported an increase in contacts from managers, indicating that managers are more actively seeking to tackle these issues and are confidently applying the relevant procedures.

We still need to:

• Implement the revised capability procedure and assess its effectiveness from July 2012.

• Subject to the consultation currently underway, implement the proposed Administration and Management Support and Information Unit structures by August 2012.

• Following the necessary consultation, and to deliver a consistent philosophy of care and extend the principles of personalisation to disabled young people, transfer other appropriate posts into the new Transitions Team from elsewhere within the Children and Families structure from June 2012.

• Following implementation of the new structures, ensure that all managers have a development plan in place which is regularly reviewed and monitored from September 2012.

• Agree the preferred option for Emergency Duty arrangements. For service delivery reasons, this has been delayed until after the Olympics so a decision will not be made before October 2012.
Summary

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<tr>
<td>Percentage of actions delivered</td>
<td>75%</td>
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What we’ve done:

Reinstated monthly reporting of supervision, and included the reports as a standing agenda item for discussion at Children and Families Senior Management Team.

Established arrangements for all managers at team manager level and above to audit the personal file and a case file of one case-holding worker every month, assessing the quality of management direction and reflective supervision.

- Reported to the Improvement Board on compliance and findings from these audits and agreed that from April 2012, supervision reports will be routinely monitored by the Local Safeguarding Children Board.

- Provided a three day course on Reflective Supervision for Social Work Managers, funded by the Children’s Workforce Development Council. 15 managers attended the course, which aimed to strengthen managers’ skills and ability to identify and address skills gaps observed in their staff.

Summary

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<td>0</td>
</tr>
<tr>
<td>Percentage of actions delivered</td>
<td>100%</td>
</tr>
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What we’ve done:

- Assessed progress with our management of all individual cases of staff capability in the Children and Families Service and identified required action.

- Provided three workshops for managers on how to tackle poor performance.

- Provided four workshops of refresher training for managers on how to effectively manage sickness absence.

- Established a monthly performance board to oversee all cases of staff capability, disciplinary, and fairness at work complaints, and to monitor and act on sickness absence. The Board is attended by the Interim Divisional Director and all Group Managers and has been supported by the Principal HR Advisor for Children and Young People Services.
• Develop a missing children strategy, informed by patterns and trends highlighted in the reports to the Local Safeguarding Children’s Board. This should include actions to establish a baseline on, and then increase the percentage of children interviewed when they return. Development of the strategy is included in the LSCB’s implementation plan for delivery by September 2012.

• Established a Supervision Steering Group which has revised our supervision policy and procedures, overseen the implementation of our Supervision Audit Action Plan, and quality assured our Group Supervision model (see Training and Development).

The difference it has made:

• The percentage of social workers and senior practitioners supervised during the month has increased from 76% in October 2011 to 99% in February 2012.

• The percentage of open cases reviewed during a supervision meeting within the last twelve weeks has been consistently above the target of 80% since reporting commenced in December 2011.

We still need to:

• Further improve the quality of supervision. The percentage of audited supervision files assessed as good or better in March was 44%. We will identify and deliver actions to increase this to at least 70% by March 2013.

• Improve managers’ compliance with the requirement to complete supervision audits during the month. In March, compliance was 45%. We will continue to report this measure through the Quality Assurance service’s new monthly performance report and will tackle non-compliance through our monthly performance board, so that performance is at least 80% by March 2013.
• Evaluate the effectiveness and impact of the Reflective Supervision training by June 2012.

• Establish an electronic process for reporting on supervision in future. This will be progressed through the work to reconfigure Isis (see Brilliant Basics – Accommodation and ICT) which is now scheduled for completion in August 2012.

• Present the Joint Commissioning Board with a report on services and outcomes for young carers and agree a future reporting schedule. This item was originally due to be reported to the LSCB but will now be taken to the Joint Commissioning Board as part of the ‘Best Start In Life’ Strategy and its accompanying action plan, which includes actions to review current service provision for young carers. A multi-agency ‘Best Start in Life’ Group has been established and will be responsible for implementation and monitoring of the strategy and action plan following consultation and approval by the Board in July 2012.

• Update commissioning strategies for Children and Young People Services to ensure that they fully take account of demographic analysis. The draft ‘Best Start in Life Strategy’ has been informed by the borough’s Joint Strategic Needs Assessment but data on the children and young people population is limited. Stakeholders will be consulted on the draft Strategy between May and July 2012, prior to formal sign off by the Joint Commissioning Board in July 2012.

• Complete the outstanding work to bring Isis into line with best practice for case management systems (see Brilliant Basics – Accommodation & ICT). The relevant software upgrades have been completed but work on business processes is being progressed alongside Adult Social Care, with workshops underway to identify service requirements so that the system can be reconfigured to match these. The estimated completion date is now August 2012.

• Deliver the programme of safeguarding file audits and other external quality checks, to include a mock announced inspection to be undertaken by July 2012.
The difference it has made:

- Since the Step Up performance metrics were developed, and reporting to Improvement Board commenced, improvements have been seen in some key areas. These include:
  
  - The percentage of children subject to a child protection plan who have been visited by a social worker in the last 6 weeks has increased from 59% in September 2011 to 97% in March 2012.
  
  - The percentage of children in care who have been visited by a social worker in the last 6 weeks has increased from 60% in September 2011 to 88% in March 2012.
  
  - The percentage of managers who completed the required case file audit activity has increased from 18% in September 2011 to 60% in March 2012, with performance reaching 77% in January.
  
  - The percentage of social workers and senior practitioners supervised during the month has increased from 76% in October 2011 to 99% in February 2012.

We still need to:

- Identify and deliver actions to further improve our performance against those Step Up performance metrics where targets were not achieved, as outlined throughout this report, by September 2012.

Summary

| Total number of actions in this theme | 6 |
| Number of actions delivered | 6 |
| Number of actions outstanding | 0 |
| Percentage of actions delivered | 100% |

What we’ve done:

- Reviewed and revised the Children and Families training and development plan for 2011/12 to ensure that it was aligned with service priorities. This included ensuring a greater focus on action learning, coaching and mentoring.

- Included specialist training around specific risk factors on the Children and Families Service and Local Safeguarding Children Board’s training plans for 2012/13. This includes training on issues related to sexual exploitation, risks children and young people may pose to others and risks posed to young people missing from care, all of which were highlighted as gaps during the Ofsted inspection of safeguarding and looked after children services.
• Rolled out our Group Supervision Model which encourages staff to contribute to broader discussions that are not normally covered in one-to-one supervision, research current issues, and share their experiences and ideas with colleagues from other parts of the service. Participants also benefit from the expertise held by the managers facilitating these groups.

• Built on the support that Legal Services provide in preparing staff for court by including training for social work professionals in the Legal Services Client Training Programme for 2011/12.

• Established a six monthly forum where senior managers from the Children and Families Service and Legal department can discuss recurrent concerns and learning from cases, with a view to improving practice.

• Developed and agreed a Leadership and Management Development Programme for all tiers of management, including group managers and first line managers, and secured funding to support this from the Children’s Workforce Development Council.

• Provided external coaching and mentoring support for group managers from the London Regional Safeguarding Advisers.

The difference it has made:

• A total of 16 Group Managers, Principal Officers and Team / Deputy Team Managers have signed up to be group facilitators for the group supervision sessions and training has been delivered by the Anna Freud Centre (provider of mental health treatment for children and families and training for mental health professionals).

• Developed a plan for delivery of the work to upgrade Isis and to secure a long-term solution to the issues we currently have with accurately extracting and reporting management information.

• Established a Joint Development Board that includes representation from Adult Social Care and Children’s Services to monitor and oversee implementation of the Isis improvement plan.

• Secured additional support in the interim, from the Council’s Service Excellence and Efficiency Unit, for reporting on priority performance indicators corporately and to elected members.

• Established performance metrics to capture the quantifiable improvements to be achieved by delivery of the Step Up plan and agreed these with the Improvement Board.

• Agreed a budget for an annual programme of safeguarding file audits, to be commissioned externally by the corporate Performance and Improvement Unit on behalf of the Chief Executive, ensuring there is strong corporate oversight of services responsible for safeguarding children and young people.

• Reviewed our arrangements for monitoring and reporting on children who are missing from home, school or care and implemented quarterly meetings between the Children and Families Service and local Police teams (see Together We Can – LSCB and Partners) which include discussion of such cases.

• Updated the LSCB’s forward plan to include receipt of regular reports on children missing from home, school or care.
Summary

<table>
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<tr>
<th>Action Description</th>
<th>Quantity</th>
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<tbody>
<tr>
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<td>2</td>
</tr>
<tr>
<td>Percentage of actions delivered</td>
<td>78%</td>
</tr>
</tbody>
</table>

What we’ve done:

- Through the Quality Assurance review (see Performance Matters – Quality Assurance), reviewed our arrangements for reporting and using information and data about safeguarding and children in care at a service level, corporately and at the LSCB. This led to the proposal to establish a Management Support and Information Unit for the Families Directorate (see Brilliant Basics – Organisational Structure), as well as the submission of a capital bid for funding to upgrade Isis.
- Secured capital funding to deliver the improvements required to generate accurate and timely management information from Isis (see Brilliant Basics – Accommodation and ICT).
- Produced a list of priority reports and key management information that is required from Isis, along with a detailed commission document to address this issue with the support of Corelogic (suppliers of Isis).
- Feedback on the group supervision model has been positive and attendance has increased over the course of the first three sessions.
- Some improvements have been seen in the quality of statements and care plans produced for court proceedings by the Planning and Intervention teams, particularly with respect to complex matters in the High Court.
- Positive feedback has been received on training courses provided through Legal Services’ Client Training Programme.

We still need to:

- Improve compliance with the requirement for staff and their managers to complete post-training questionnaires, reflecting on how they have applied their learning in practice, and return these to the Practice Development Manager for collation and analysis from May 2012.
- Use this analysis to assess the impact of the 2012/13 training programme as it is delivered and to inform future training and development from May 2012.
- Ensure that all staff participating in group supervision update their quarterly self-assessments, which set out their learning objectives, and reflect on how they have applied their learning in practice from May 2012.
- Use this information to assess the impact of, and further develop the group supervision model and to ensure that emerging themes are captured from May 2012.
• Further improve the quality of statements and care plans produced for court proceedings, and adherence to court directions, particularly by the Children in Care teams, from May 2012.

• Implement the Leadership and Management Development Programme and assess its impact from October 2012.

• Establish and implement arrangements for ensuring that all policies, procedures and protocols are subject to periodic review from April 2013.
Developed and commenced delivery of a workplan to review all priority procedures and protocols, ensuring they are fit for purpose, take account of new guidance and are written in a way that is easy to understand.

Developed new pages on our intranet site, ForestNet, to hold all Children and Families procedures and protocols in an on-line manual that will support staff in their day to day work and provide greater consistency of service.

The difference it has made:

- More than 40 strategies, policies, procedures and protocols, with accompanying guidance, have been uploaded onto the new intranet pages. All follow a consistent format and provide links to other related documents.

We still need to:

- Complete the outstanding items on the workplan. Another nine documents have been drafted and are to be finalised and signed off, and a further 15 have been postponed until new management structures are in place, which will be from August 2012.

- Launch the new online manual. This will involve the new intranet pages ‘going live’, and communicating the new procedures and protocols to social workers and other relevant staff, services, and partners by July 2012.

- Undertake a further review to identify any remaining gaps and if necessary, develop a workplan to address these by March 2013.

Summary

| Total number of actions in this theme | 19 |
| Number of actions delivered          | 17 |
| Number of actions outstanding        | 2  |
| Percentage of actions delivered      | 89%|

What we’ve done:

- Transferred responsibility for receiving referrals associated with disabled children from the Disabled Children Team (DCT) to the Referral and Assessment Service. This has helped to ensure a more consistent service as all referrals are placed on the system in a timely fashion before being passed to the Disabled Children’s Team for further action. Following the move of all Children and Families staff into Juniper House, we have also co-located a DCT social worker with the Referral and Assessment Team which has meant that a clear understanding is reached at the point of contact/referral on what action is expected from the DCT and a swifter response can be provided to service users and referrers.

- Reached agreement with Adult Social Care to reduce the age at which young people transfer from Children’s to Adults Services (from age 19 plus 2 school terms to age 18 years) and updated our transition protocol to reflect this.
• Identified cohorts of young people who - under the new transitions protocol - should already have transferred, and developed a workplan for ensuring that adult assessments are undertaken and appropriate plans are in place for their transfer to Adults Services.

• Published our Short Breaks statement and developed draft eligibility criteria, which is now subject to consultation.

• Secured additional management capacity to review all open cases involving disabled children, to ensure that their needs have been fully assessed and assessments are up to date, robust and well-coordinated child in need plans are in place (where appropriate), and there is sufficient commitment by partner agencies.

Undertaken an audit of care leavers’ case files, supplemented by the Independent Reviewing Service’s audit of pathway plans, and developed an improvement plan, Step Up 18+, to act on the learning from these.

Agreed and implemented a new, more user-friendly, format for pathway plans so that they can be readily shared with children, young people, parents and carers.

• Undertaken an audit of all open private fostering case files, developed audit action plans for each child and presented the Local Safeguarding Children Board with a report on our compliance with the national minimum standards.

Summary

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<tr>
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<td>75%</td>
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What we’ve done:

• Finalised and implemented the protocol between the Youth Offending Service and Children and Families to develop more effective joint working – a gap highlighted in the Ofsted inspection of safeguarding and looked after children services.

• Undertaken a review of all procedures and protocols in the Children and Families Service, with support from the Corporate Strategy and Communications Unit.

• Mapped all of our current procedures and protocols and identified gaps and areas in need of revision, with priority given to those areas where practice most needed to be improved and/or standardised.

• Identified lead officers from across the service for each area requiring revision, to ensure that staff expertise was utilised in the development and revision of documents.
• Through the ‘Best Start in Life’ Children and Young People Commissioning Strategy (currently subject to consultation) and Commissioning Plan, improve access to mental health services for young people who show sexually harmful behaviour from August 2012.

• Further improve the quality of statutory visits by ensuring that the requirement to see young people alone is reflected in the new Isis procedures and compliance can be easily monitored from July 2012.

• Deliver the permanency and placement stability strategy and associated action plan from May 2012.

• Implement revised panel structures and membership, as well as other recommendations from the London Regional Safeguarding Advisers’ review by June 2012.

Improve the quality and timeliness of pathway plans. Following a recent audit of pathway plans for young people under the age of 18, a set of actions have been agreed. This includes managers overseeing all revisions requested over the next four weeks, authorising when the requested changes have been completed, and seeking a further re audit from the Independent Reviewing Service by mid June 2012.

• Established a Task and Finish Group to develop an integrated approach to identifying and addressing the needs of young people who show sexually harmful behaviour but have not committed an offence. The approach will build upon the model used by the Youth Offending Service in working with young people already in the criminal justice system.

• Continued to focus on improving the quality of initial and core assessments and statutory visits by addressing specific points that were highlighted during the Ofsted inspection of safeguarding and looked after children services. This has included checking compliance against these points through auditing and regular discussion at fortnightly performance meetings in the Referral and Assessment Service.

• Developed a permanency and placement stability strategy which outlines our commitment to achieving permanency and stability for children and young people in Waltham Forest, and the ways in which we intend to improve our performance in this area over the next 6–12 months.

• Reviewed our current arrangements for tracking and progressing permanency, including adoption. The review was undertaken by the London Regional Safeguarding Advisers and included case auditing, interviews with key staff, and observation of panels. Recommendations include the Children in Care panel taking on a new function of scrutinising and taking decisions on those cases where children have been in care more than eight weeks.
The difference it has made:

- The percentage of children subject to a child protection plan who have been visited by a social worker in the last 6 weeks as at 31 March 2012 was 97%, compared with 59% in September 2011.
- The percentage of children in care who have been visited by a social worker in the last 6 weeks as at 31 March 2012 is 88%, compared with 60% in September 2011.
- The percentage of privately fostered children who have been visited by a social worker in the last 6 weeks has increased from 27% in March 2011 to 100% in March 2012.
- Since the Disabled Children’s Team Social Worker has been co-located with the Referral and Assessment service, the average time taken to complete initial assessments in the Disabled Children’s Team has decreased from 17 days (in January 2012) to 6 days (in March 2012).

In April 2012, 100% of core assessments completed by the Disabled Children’s Team were completed within the 35 working day timescale.

- Assessments are currently being undertaken on 57 young people who, under the old transitions protocol, are due to transfer to Adults Services in July 2012. These assessments will be completed by the end of May. A further cohort of 84 young people are due to transfer this year under the new protocol and a plan is in place for undertaking assessments on these young people during the school term in which they reach 18.

We still need to:

- Undertake assessments on all young people who should already have transferred, or are due to transfer to Adults Services in 2012/13, and ensure appropriate plans are in place before their 18th birthday.
- Complete the review of all open cases involving disabled children, and develop plans to capture and monitor any further action required by June 2012.
- Ensure that the new, user friendly, format for pathway plans is reflected in the Isis upgrade which is due for completion in July 2012.
- Make the required amendments and finalise our private fostering policy and procedures by June 2012.
- Deliver a private fostering awareness campaign with a strong focus on engagement with partners, and commence delivery by October 2012.
- Increase the percentage of private fostering notifications followed up by a visit from a social worker within 7 working days. This was 56% in 2011/12 compared with 80% in 2010/11 (although numbers are small and therefore volatile).
- Through the Task and Finish Group, identify and deliver actions to address the needs of children who show sexually harmful behaviour. With regard to children in care, a pathway will be agreed by June 2012 and the overall framework and pathway is to be in place by September 2012.
CHILDREN AND FAMILIES: HIGH PRIORITY MANAGEMENT INFORMATION

The improvement notice issued to the Council by the Minister for Children and Families includes a requirement for members to regularly scrutinise:

- the percentage of children in care placed more than 20 miles away from their ordinary residence;
- the number of children in care who are adopted; and
- the educational attainment of children in care.

The table below summarises the position against each of these measures at the end of May 2012

**Note:** This does not constitute the only management information about children in care available to elected members; rather, it represents the priority areas for member scrutiny.

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<td>England</td>
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<td>Percentage of children in care placed more than 20 miles away from their ordinary residence</td>
<td>21% (provisional)</td>
<td>15% (2010/11)</td>
<td>16% (2010/11)</td>
<td>17%</td>
<td>21%</td>
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<td>Number of children in care who are adopted</td>
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<td>Percentage of children in care achieving at least Level 4 in English at Key Stage 2</td>
<td>40% (2011)</td>
<td>53% (2011)</td>
<td>50% (2011)</td>
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<td>IN 4</td>
<td>Percentage of children in care achieving at least Level 4 in Maths at Key Stage 2</td>
<td>40% (2011)</td>
<td>50% (2011)</td>
<td>48% (2011)</td>
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<td>IN 5</td>
<td>Percentage of children in care achieving at least five A*-C grade GCSEs including English and Maths</td>
<td>12% (2011)</td>
<td>13% (2011)</td>
<td>13% (2011)</td>
<td>13% (2012 projection)</td>
<td>n/a</td>
</tr>
</tbody>
</table>
A comprehensive range of actions are underway to ensure that fewer children are placed more than 20 miles away from home, in particular by increasing the supply of in-house foster carers and improving the quality of in-borough residential provision. Specific actions include:

- the introduction of a dedicated foster care assessment team led by a dedicated team manager (Nicky Pace, Interim Divisional Director: Children and Families, July 2012);

- the development and delivery of a project plan for recruiting 25 new in-house foster placements during 2012/13, which includes arrangements for commissioning external assessments of prospective carers where necessary (Nicky Pace, Interim Divisional Director: Children and Families, ongoing);

- the development of a new, three-year commissioning strategy, Best Start in Life, which includes proposals for a new approach to local market management of residential provision (Susan Anderson-Carr, Interim Divisional Director: Strategic Commissioning, ongoing); and

- a commitment to review all out-of-borough placements, with a view to bringing at least 25 children back into the borough as and when placements breakdown or there is a change in the child/young person’s status (Nicky Pace, Interim Divisional Director: Children and Families, ongoing).
1. SUMMARY

1.1 This report provides Members with an overview of the role and responsibilities of the Leaving Care Service in Waltham Forest. The report also highlights the challenges that the service faces in the relation to the delivery of corporate parenting to a cohort of two hundred care leavers, and includes two recommendations in respect of the changes to the operation of the primary case holding service and its housing, health and education partners.

1.2 This report makes the following two recommendations:

1.2.1 that Members note the planned reorganisation of Children In Care Services and the establishment of a case holding team that will work with young people until they are aged 21; and

1.2.2 that Members note the information in respect to key indicators, and the plan to address current shortfalls in outcomes.
2. BACKGROUND

2.1 The Children (Leaving Care) Act 2000 and accompanying guidance sets out each Local Authority’s responsibilities in relation to preparation and support for each looked after young person’s transition to adulthood. In light of the poor outcomes for children who have been looked after, the legislation requires that the Local Authority invests in robust plans that deliver improved educational outcomes, placements that meet the young person’s emotional needs and promote their identity and arrangements that support the young person in moving to their own tenancy when they are ready to do so.

2.2 Delivery of a good leaving care service requires active participation by young people, a clear outline of what young people can expect to receive and transparent decision making processes. As the young person’s plan needs to address their education, health, self-care, identity, family and social relationships as well as their economic security needs, it is critical that there are strong partnerships with health, education, employment and training, housing and probation services.

2.3 The recent inspection of safeguarding and looked after children services noted that the planning for leaving care in Waltham Forest started too late, with plans being insufficiently developed or focussed. Partnerships were established; however, the understanding of what corporate parenting is and how it applies to the Local Authority was very limited.

2.4 Although the inspectors noted the development of the employability pledge, which offers all care leavers internships and mentoring, as a significant contribution to the improvement of outcomes, they were clear in the subsequent improvement notice issued to the Local Authority that further investment in transitional planning for young people is need; in particular, for those who will require adult services.

2.5 A revised transitions protocol and process has now been agreed and introduced. This will mean that planning for young people’s transition will now start following their sixteenth birthday, and that plans will be confirmed before their eighteenth birthday.

2.6 Since the inspection last year, there have been some improvements in relation to the timeliness of visits to care leavers and the revision of pathway plans, but there has continued to be significant shortfall in practice in relation to the quality of planning. Additional quality assurance arrangements have been brought in and have made some improvements, with the inclusion of robust contingency arrangements, an increased use of SMART targets and a more comprehensive understanding of identity needs.
2.7 Young people currently transfer to their new work from the case hold team responsible for the leaving care service soon after their eighteenth birthday. The worker known as a Personal Advisor is then responsible for revising the pathway plan drafted by the young person’s Social Worker. This plan sets out who is doing what, and by when, to support the young person into employment, their own tenancy and adult life.

2.8 Feedback from young people has been consistent that the timing of this transition is difficult. In particular, it means not only leaving their allocated worker but also their worker’s manager. This sometimes means that key aspects of the young person’s life story, such as how they became looked after and the issues that they experienced in their placement, were not understood by their new worker and manager. In an attempt to ensure that the transition is based on a young person’s needs rather than on their date of birth, and that the manager’s knowledge was not lost, a reorganisation was proposed that will lead to the establishment of six, small, case holding teams. Each team will have at least one Personal Advisor, who will become the allocated worker for all young people aged eighteen or over held in that team. This model of operation will be achieved with no loss of case worker, but by the deletion of a layer of management.

2.9 The new organisation will be established by early August 2012, and will be supplemented by the out-posting of two additional Personal Advisors to the Resettlement Team in Ascham Homes. These workers will work with young people who are aged over 21 and in higher education, and will also be available to any care leaver aged under 25 who is at risk of losing their tenancy or who requires help with returning to education or training.

2.10 The outcomes for care leavers in Waltham Forest are tracked, and are reported on to the Improvement Board and the Department for Education every month. Currently, the low proportion of nineteen year olds in education, employment or training has improved, from a low last year of 44% to the current level of 63%. The number of University graduates of eleven last year remains one of the highest proportions in London, and the number of young people in appropriate accommodation is at 93%. However, the timeliness of pathway plans has remained below target, at 46%. The forthcoming reorganisation will deliver the increased management intervention required to address this shortfall and to ensure that improvements continue to be made in the other key indicators.

2.11 These key indicators provide a view of the progress being made in improving the focus and robustness of both pathway plans and transitional planning. However, it is the feedback from care leavers themselves that is the most important. Findings from the peer research undertaken by the National Care Advisory Service last year confirmed that over 75% of care leavers believed that Waltham Forest had been a good corporate parent. Although this compares favourably to other Local Authorities in the study, however, the proportion still needs to improve.
3. IMPLICATION PARAGRAPHS

3.1 Implications are as detailed in the main body of this report under section two above.

4. CONCLUSION

4.1 The delivery of a good, effective leaving care service to looked after children requires a clear understanding of what is involved in being a good corporate parent. Key to this is the timeliness and quality of planning, and the consistency and skill of the worker and manager. The new operational arrangements will deliver improvements in consistency with a streamlined structure and improved management grip, crucial in securing improved quality.

5. APPENDICES

5.1 No appendices are included with this report.

Background Papers

None
## 16th May 2012 Committee Room 2: CHILDREN’S SERVICES - ADDITIONAL MEETING

<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>MATTER FOR REVIEW OR INVESTIGATION</th>
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<tbody>
<tr>
<td>1.</td>
<td>Children’s Services Commissioning Arrangements</td>
<td></td>
<td>To review and map the suite of strategies comprising Children’s Services Commissioning arrangements. Clarify what are the commissioning intentions and means of delivery.</td>
<td>4th May 2012</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Transitional Arrangements for Disabled Children</td>
<td></td>
<td>To review the new protocols supporting the delivery of the service and the respective implementation arrangements.</td>
<td>4th May 2012</td>
<td>CYP Members to meet with service users prior to the sub committee meeting. Carers to be invited to attend the formal sub committee meeting.</td>
</tr>
<tr>
<td>3.</td>
<td>Care Leavers Services at 18+</td>
<td></td>
<td>To review the new protocols supporting the delivery of the service and the respective implementation arrangements.</td>
<td>4th May 2012</td>
<td>RESCHEDULED TO 17th JULY 2012</td>
</tr>
<tr>
<td>5.</td>
<td>Youth Offending Services (YOS)</td>
<td></td>
<td>To receive the findings of the</td>
<td>4th May 2012</td>
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## Ofsted Inspection: Update Report

- **Matter for Review or Investigation:**
  - To review the LCSB annual report, including review of the Board's newly implemented protocols and working practices.
- **Lead Dept:** Chair LCSB (Laura Edes)
- **Chair's Comments/Progress/Action to be Taken:**
  - Incorporating multi-agency training arrangements and their effectiveness.
  - NB. Schedule to meet with LSCB partners on a regular basis through formal scrutiny Sub Committee meetings and Member visits to LCSB partners and to arrange an Annual Conference.
- **Deadline for Reports:** 6th July 2012
- **Comments:**
  - Incorporating multi-agency training arrangements and their effectiveness. NB. Schedule to meet with LSCB partners on a regular basis through formal scrutiny Sub Committee meetings and Member visits to LCSB partners and to arrange an Annual Conference.

## Care Leavers Services at 18+

- **Matter for Review or Investigation:**
  - To review the new protocols supporting the delivery of the service and the respective implementation arrangements.
- **Lead Dept:** Liz Gosling
- **Chair's Comments/Progress/Action to be Taken:**
  - Members to meet with Care leavers prior to the formal sub committee meeting.
- **Deadline for Reports:** 6th July 2012
- **Comments:**
  - Members to meet with Care leavers prior to the formal sub committee meeting.

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### Actions and Strategies Supporting the School Improvement (3 Year) Strategy
- **Rebecca Matthews**
- To include review of support and training arrangements/governance supporting school governors.
- **6th July 2012**

### School Admissions Arrangements (Policy)
- **Deferred**
- Including review of arrangements for in-house. To include scrutiny of good practice in other boroughs.
- **6th July 2012**

### The Experience of Expanded Schools
- **Moira Bishop**
- To hear the experience of schools who have been expanded.
- **6th July 2012**

### Step Up Plan – Exception Report
- **Lucy Goodfellow**
- Review of the final Step Up exception report, to detail actions delivered, outcomes arising and future performance and monitoring arrangements in the CYP Directorate.
- **6th July 2012**

### DfE Improvement Notice Data
- **Matt Chatfield**

### Work Programme (standing item)
- **Scrutiny Unit**
- To review the progress of the forward work programme.
- **6th July 2012**

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**18th September 2012 Council Chamber**

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<tbody>
<tr>
<td>1.</td>
<td>Expansion Plans for Primary Pupil Places for September (2013/2014)</td>
<td></td>
<td>Including critical classrooms. Including visiting some schools that have expanded and hearing evidence from headteachers / Chairs of governors.</td>
<td>10th September 2012</td>
<td></td>
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<tr>
<td>2.</td>
<td>Private Fostering Arrangements</td>
<td>To scrutinise the strategy for ensuring sufficient in borough provision, both residential and fostering</td>
<td>10th September 2012</td>
<td></td>
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<td>3.</td>
<td>School Admissions Arrangements (Policy)</td>
<td>Rebecca Matthews</td>
<td>Including review of arrangements for in-house. To include scrutiny of good practice in other boroughs.</td>
<td>10th September 2012</td>
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<tr>
<td>4.</td>
<td>Work Programme (standing item)</td>
<td>Scrutiny</td>
<td>To review the progress of the forward work programme and to identify future scrutiny topics.</td>
<td>10th September 2012</td>
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**21st November 2012 Council Chamber**

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<tbody>
<tr>
<td>1.</td>
<td>The Experience of Expanded Schools</td>
<td>Rebecca Matthews</td>
<td>Including review of arrangements for in-house. To include scrutiny of good practice in other boroughs.</td>
<td>13th November 2012</td>
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<td>2.</td>
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<td>13th November 2012</td>
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<td>13th November 2012</td>
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<tr>
<td>4.</td>
<td>Work Programme (standing item)</td>
<td>Scrutiny</td>
<td>To review the progress of the forward work programme and to identify future scrutiny topics.</td>
<td>13th November 2012</td>
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### 30th January 2013 Council Chamber

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<td>21st January 2013</td>
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<td>21st January 2013</td>
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<td>4.</td>
<td>Work Programme (standing item)</td>
<td>Scrutiny</td>
<td>To review the progress of the forward work programme and to identify future scrutiny topics.</td>
<td>21st January 2013</td>
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### 27th March 2013 Council Chamber

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<td></td>
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<td>18th March 2013</td>
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<td>2</td>
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<td></td>
<td>18th March</td>
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### Items to be Scheduled during the Municipal Year 2012/2013

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</thead>
<tbody>
<tr>
<td>1.</td>
<td>All formal inspection reports for services within the Children’s and Young Peoples Directorate (including mock inspections).</td>
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<tr>
<td>2.</td>
<td>Domestic Violence and its impact on child protection. This review will involve multi agency input as to their approaches and strategies to support children’s safeguarding and how effective they are in keeping children safe.</td>
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<td></td>
<td></td>
<td>Possibly schedule for September 2012. Incorporate Dianne Andrews Home Office Pilot.</td>
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<tr>
<td>3.</td>
<td>Examination of a Serious Case Review (SCR) action plan and agency responses (once signed off)</td>
<td></td>
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<td></td>
<td>To review when the LCSB has its new working practice in place; possibly</td>
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### Children & Young People Overview and Scrutiny Sub-Committee

#### Forward Work Programme 2012 / 2013

Last Updated: 16/05/2012

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<tr>
<td>4.</td>
<td>The annual Local Children’s Safeguarding Board (LCSB) report.</td>
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<td>5.</td>
<td>Placement and Permanency Strategy</td>
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<td>Including discussions with the Children in Care Council about the impact of multiple moves of placement.</td>
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<tr>
<td>6.</td>
<td>Children and Young People Scrutiny Sub time limited scrutiny panel to address a priority issue identified in the forward work programme for 2012/2013.</td>
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<tr>
<td>7.</td>
<td>Members rota for undertaking visits to safeguarding services, services supporting Looked After Children and adoption/fostering services within the Council, partner organisations, service users and their carers.</td>
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<tr>
<td>8.</td>
<td>Members visits to local authorities and other agencies which are acknowledged as delivering best practice in children’s safeguarding services, Looked After Children and fostering and adoption services.</td>
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<tr>
<td>9.</td>
<td>Children’s and Young Persons Scrutiny Sub Committee: Scheduled</td>
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</table>
# Children & Young People Overview and Scrutiny Sub-Committee

## Forward Work Programme 2012 / 2013

**Last Updated: 16/05/2012**

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<tr>
<td>10</td>
<td>reporting to the Overview and Scrutiny Management Committee regarding the delivery of its revised forward work programme 2011/12 and forward work programme 2012/2013, providing detail of the outcomes arising from its scrutiny work.</td>
<td>Young people from MENCAP and the Young Advisors</td>
<td>A group of young people working with MENCAP and the Young Advisors are to report back with an update to the sub-committee on their experiences and impressions the second time around with the Oliver Road Clinic.</td>
<td></td>
<td>Agreed at the July 2011 meeting that there should be a follow up to review the areas for improvement identified in the initial exercise.</td>
</tr>
<tr>
<td>11</td>
<td>Mystery Shopper Exercise – Mental Health Services [UPDATE]</td>
<td>Young people from MENCAP and the Young Advisors</td>
<td>To review progress towards high provision local care. To incorporate position on out of borough placements.</td>
<td></td>
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<tr>
<td>12</td>
<td>Type and Quality of Care Homes within Waltham Forest</td>
<td></td>
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<td>13</td>
<td>Safeguarding in Schools</td>
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<tr>
<td>14</td>
<td>Child Poverty Strategy - Refresh</td>
<td>Tim Read</td>
<td>To review progress in development of</td>
<td></td>
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<tr>
<td>The first national Child Poverty Strategy covering 2011-14 was published in Apr 2011</td>
<td>Waltham Forest’s joint strategy and associated action plans. This item represents an opportunity for the sub-committee to contribute to the revision of the current strategy and to review progress against the current action plans</td>
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<tr>
<td>13</td>
<td>Early Intervention &amp; Safeguarding Practice: Follow Up</td>
<td>Effective early intervention and safeguarding is predicated on having a confident and competent workforce across agencies that have high quality policies, procedures and practices.</td>
<td></td>
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<tr>
<td>14</td>
<td>Services supporting Children’s Special Needs.</td>
<td>The term ‘special educational needs’ (SEN) has a legal definition, referring to children who have learning difficulties or disabilities that make it harder for them to learn or access education than most children of the same age.</td>
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<td>15</td>
<td>Strategies for improved LAC educational attainment.</td>
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<td>16</td>
<td>Troubled Families Unit</td>
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<tr>
<td>17</td>
<td>School Standards Improvement Strategy</td>
<td>Rebecca Matthews</td>
<td>Schedule CYP 18.09.12</td>
<td>Discussed at CYP 14.03.12 Item 5</td>
<td></td>
</tr>
</tbody>
</table>

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AGENDAS & MINUTES online at: www.walthamforest.gov.uk/index/council/council-committee-meetings.htm
## Children & Young People Overview and Scrutiny Sub-Committee
### Forward Work Programme 2012 / 2013

Last Updated: 16/05/2012

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### Member Visits Scheduled in the 2012 / 2013 Forward Work Programme:

<table>
<thead>
<tr>
<th>Item</th>
<th>Brief Description</th>
<th>Lead Department</th>
<th>Chair's Comments / Progress / Action to Be Taken</th>
<th>Timing</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Visit to Juniper House to view the new accommodation and working arrangements for the CYP Directorate – 18(^{th}) January 2012</td>
<td></td>
<td></td>
<td>Nicky Pace</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Visit to Belmont Park School - 1st March 2012</td>
<td></td>
<td></td>
<td>Headteacher</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Visit to the YOS at Rowan House - 1st March 2012.</td>
<td></td>
<td></td>
<td>Daniel Phelps</td>
<td></td>
</tr>
</tbody>
</table>

(Please note: Information contained in this document is based on information at the time of going to print and subject to change at short notice in accordance with sub-committee requirements and changing priorities. This list is not definitive and items are indicative only.)
# Children & Young People Overview and Scrutiny Sub-Committee
## Forward Work Programme 2012 / 2013

<table>
<thead>
<tr>
<th>No.</th>
<th>Event Description</th>
<th>Contact Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Visit to Children’s Rights Services – 27th March 2012</td>
<td>Kate Gledhill</td>
</tr>
<tr>
<td>5</td>
<td>Visit to George Tomlinson Primary School - 27th February 2012. In support of the</td>
<td>Headteacher</td>
</tr>
<tr>
<td></td>
<td>Children &amp; Young People Scrutiny Sub Committee meeting scheduled for 14th March</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2012 regarding the Pupil Place Planning Strategy (to include 2012 expansions)</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Visit to Newport School - 7th March 2012. In support of the Children &amp; Young People</td>
<td>Headteacher</td>
</tr>
<tr>
<td></td>
<td>Scrutiny Sub Committee meeting scheduled for 14th March 2012 regarding the Pupil</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Place Planning Strategy (to include 2012 expansions) report</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Meeting with Children in Care Council - Dates to be requested</td>
<td>Liz Gosling</td>
</tr>
<tr>
<td>8</td>
<td>Visit to Southend Borough Council - 22nd March 2012. To view Southend Borough</td>
<td>Helen Wilson</td>
</tr>
<tr>
<td></td>
<td>Council’s recognised Best Practice regarding their LCSB / Scrutiny</td>
<td>Business Manager</td>
</tr>
<tr>
<td></td>
<td>arrangements</td>
<td>Southend LSCB</td>
</tr>
<tr>
<td>9</td>
<td>Visit to Hertfordshire County Council - In contact with Herts. CC 30th April</td>
<td>Tom Hawkyard</td>
</tr>
<tr>
<td></td>
<td>2012 - Visit to review scrutiny practice regarding children’s safeguarding and</td>
<td>Head of Scrutiny</td>
</tr>
<tr>
<td></td>
<td>the working protocols with Herts. LCSB</td>
<td>Herts CC</td>
</tr>
<tr>
<td>10</td>
<td>Visit to London Borough of Hackney – To review LB Hackney’s review of their</td>
<td>Gareth Wall</td>
</tr>
<tr>
<td></td>
<td>fundamental review / project addressing social care practice and operational</td>
<td>Head of Scrutiny</td>
</tr>
<tr>
<td></td>
<td>arrangements (with specific reference to children’s safeguarding</td>
<td>LB Hackney</td>
</tr>
<tr>
<td></td>
<td>practice and looked after children arrangements). DATE TBC</td>
<td></td>
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<thead>
<tr>
<th></th>
<th>Visit to Disabled Children’s Services – Member visit required prior to the CYP Scrutiny Sub Committee meeting scheduled for 16th May 2012. DATE TBC</th>
<th>Lucy Erber</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Visit to the Care Leavers Service - Member visit required prior to the CYP Scrutiny Sub Committee meeting scheduled for 16th May 2012. DATE TBC</td>
<td></td>
</tr>
</tbody>
</table>

**CHILDREN & YOUNG PEOPLE SCRUTINY SUB COMMITTEE MEETING DATES 2012 / 2013**

<table>
<thead>
<tr>
<th>Scheduled Sub Committee Meeting Dates</th>
<th>Receipt Deadlines for Final Report is Mid Day On:</th>
</tr>
</thead>
<tbody>
<tr>
<td>14th March 2012</td>
<td>5th March 2012</td>
</tr>
<tr>
<td>16th May 2012 – Additional Meeting</td>
<td>4th May 2012</td>
</tr>
<tr>
<td>17th July 2012</td>
<td>6th July 2012</td>
</tr>
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<table>
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<tbody>
<tr>
<td>18\textsuperscript{th} September 2012</td>
<td>10\textsuperscript{th} September 2012</td>
</tr>
<tr>
<td>21\textsuperscript{st} November 2012</td>
<td>13\textsuperscript{th} November 2012</td>
</tr>
<tr>
<td>30\textsuperscript{th} January 2013</td>
<td>21\textsuperscript{st} January 2013</td>
</tr>
<tr>
<td>27\textsuperscript{th} March 2013</td>
<td>18\textsuperscript{th} March 2013</td>
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