

Public Document Pack



OVERVIEW & SCRUTINY COMMITTEE

Wednesday, 5 September 2018 at 7.30 pm
Conference Room, Civic Centre, Silver
Street, Enfield, EN1 3XA

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Councillors : Derek Levy (Chair), Huseyin Akpinar, Tolga Aramaz, Susan Erbil,
Gina Needs (Vice-Chair), Lee David-Sanders and Edward Smith

Education Statutory Co-optees: 1 vacancy (Church of England diocese representative), Simon Goulden (other faiths/denominations representative), Tony Murphy (Catholic diocese representative), Alicia Meniru & 1 vacancy (Parent Governor Representative).

Enfield Youth Parliament Co-optees (2)
Support Officer – Susan O’Connell (Governance & Scrutiny Officer)
Elaine Huckell (Governance & Scrutiny Officer)

AGENDA – PART 1

1. WELCOME AND APOLOGIES

2. DECLARATIONS OF INTEREST

Members of the Council are invited to identify any disclosable pecuniary, other pecuniary or non-pecuniary interests relevant to items on the agenda.

3. CABINET MEMBER FOR ENVIRONMENT, COUNCILLOR GUNEY DOGAN

This is a discussion item.

4. FOSTERING & ADOPTION SERVICES IN ENFIELD (Pages 1 - 40)

To receive a report from Debbie Michael, Adoption Manager.

5. ENFIELD SAFEGUARDING CHILDREN'S BOARD (ESCB) ANNUAL REPORT (Pages 41 - 74)

To receive a report from Geraldine Gavin, Independent Chair Safeguarding Children’s Board.

6. ENFIELD ANNUAL INDEPENDENT REVIEWING OFFICERS (IRO'S) REPORT 17/18 (Pages 75 - 96)

To receive a report from Maria Anastasi, Service Manager for Safeguarding & Quality Service.

7. ENFIELD ANNUAL LOCAL AUTHORITY DESIGNATED OFFICER (LADO) REPORT 17/18 (Pages 97 - 110)

To receive a report from Maria Anastasi, Service Manager for Safeguarding and Quality Service.

8. CUSTOMER EXPERIENCE STRATEGY (Pages 111 - 134)

To receive a presentation from Sally McTernan, AD Special Projects.

9. WORK PROGRAMME 2018/19 (Pages 135 - 138)

To review and agree the Overview and Scrutiny Work Programme for 2018/19.

10. DATES OF FUTURE MEETINGS

To note the dates of future meetings as follows:

Provisional Call-Ins

Thursday 13 September, 2018
Thursday 11 October, 2018
Thursday 8 November, 2018
Thursday 6 December, 2018
Thursday 20 December, 2018
Thursday 7 February 2019
Tuesday 12 March 2019
Tuesday 26 March, 2019
Thursday 11 April, 2019

Please note, the business meetings of the Overview & Scrutiny Committee will be held on:

Wednesday 7 November, 2018
Tuesday 12 February, 2019
Wednesday 3 April, 2019

The Overview & Scrutiny Budget Meeting will be held on:
Tuesday 15 January, 2019

11. EXCLUSION OF PRESS & PUBLIC

To consider, if necessary, passing a resolution under Section 100A(4) of the Local Government Act 1972 excluding the press and public from the meeting

for the item of business listed in Part 2 of the agenda on the grounds that it will involve the likely disclosure of exempt information as defined in those paragraphs of Part 1 Schedule 12A to the Act (as amended by the Local Government (Access to Information)(Variation) Order 2006), as are listed on the agenda (Please note there is not a Part 2 agenda).

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REPORT TO: OSC**DATE: 5th September 2018****REPORT TITLE: Overview & Scrutiny Committee Report****REPORT AUTHOR/S:****Debbie Michael, Fostering & Adoption/SG Service Manager****Email: Debbie.Michael@enfield.gov.uk****Telephone: 020 8379 8480****PURPOSE OF REPORT:**

This report updates the Scrutiny Panel on the work of the Fostering and Adoption Services since August 2017. It is a requirement of the National Minimum Standards that Members receive regular reports on the work of the Fostering and Adoption Services. The reports attached as appendices provide comprehensive updates and information relating to the good work undertaken by the Fostering and Adoption Services and provide statistics relating to the recruitment of foster carers and adopters, as well as Orders relating to children placed with adopters and special guardians.

Our fostering and adoption recruitment strategy is reflective of the need to focus on families that can meet our children's complex needs.

Currently we have 15 children placed with prospective adopters awaiting Adoption Orders.

We have 134 foster families (including family & friends and Reg. 24 (temporary approval carers) and 141 looked after children placed). 43.5% of all our looked after children are placed with in house foster carers.

Recently we successfully developed a business plan to increase our fostering second and subsequent child rate to match our first child rate, in line with other local authorities in a competitive market.

1. BACKGROUND**See Appendices attached to this report****1.1 The Fostering and Adoption Teams**

The Fostering and Adoption Services are based at Triangle House. Both services are staffed with experienced practitioners and managers. The proximity to the Looked After Children's Teams continues to be helpful in promoting good planning for children in care. Staff training and development needs are met both through the Consortium and Enfield's Training and Development Service which offers a comprehensive programme. Team members are required to attend training to ensure their ongoing development needs are met, as well as maintaining their social work HCPC registrations. In addition to the ongoing training that is provided throughout the year, staff members across all children's teams are invited to attend the annual Social Work Conference which always has an excellent attendance rate.

Enfield is a part of the North London Adoption & Fostering Consortium (NLAFC) made up of Enfield, Barnet, Camden, Hackney, Haringey and Islington and the boroughs work together, sharing training, recruitment activities and fostering and adoptive placements for children across the six boroughs. Shared planning and funding has allowed the consortium boroughs to deliver more cost effective and innovative services to foster carers, adopters and special guardians across the six boroughs. The consortium meets regularly at both a strategic Heads of Service level as well as at an operational level.

The areas of specialism within Enfield fostering service are 2-fold: the recruitment and assessment of foster carers; and the support and development of foster carers.

All foster carers have a named supervising social worker following their approval who provides regular supervision and who supports the carers' professional development. A comprehensive training and development programme is available for all carers and this has been designed to offer the flexibility to meet the needs of the foster carer workforce. In addition to day time taught courses, learning opportunities are also available on weekends and evenings, as well as on-line courses. It has been acknowledged that our foster carers are being asked to look after children with increasingly complex needs and we are currently looking at training courses to build resilience amongst our carers in managing our children's complex needs.

The Adoption Service has always had three main functions: to recruit and assess prospective adopters; to family find and match suitable adopters for our children where adoption is the plan; and to support adoptive families. This service now has the additional responsibility for assessing and supporting Special Guardian carers and has been re-named the Adoption and Special Guardianship Service. Special Guardians are carers identified from a child's extended family or friends network, formally assessed and approved and who share parental responsibility with the child's birth parents. It provides a child with an alternative permanent family while stopping short of the severing of all legal ties with the birth parents, as happens in adoption.

The independent fostering and adoption panels continue to play an important role in providing quality assurance and their members consider and agree recommendations on the suitability of applicants wishing to foster or adopt. The Agency Decision Maker within the local authority will make the final decision on approval based on the information and recommendations provided by the panels. Joint panel training between panels members and fostering and adoption team members is held 2-3 times a year which is extremely useful to ensure knowledge on legislation and practice issues are shared.

1.2 Regionalisation of Adoption Agencies (RAA)

Currently, work is in place to progress the DfE's vision for Regionalisation of Adoption Services. The six boroughs in the current consortium, will become the Regional Adoption Agency for North London. Intensive planning is currently underway to confirm the organisational arrangements and changes required to develop the new legal entity. This is a very significant project bringing together professionals from social care, HR, finance and IT from the different boroughs. It is anticipated that the project will be completed in April 2019.

1.3 Recruitment

Fostering recruitment is robust with the numbers for 2018/19 likely to consolidate recent improvements. In 2017-18, we assessed and approved 18 foster families (an improvement on the previous year when 12 foster families

were approved). In 2017-18 Enfield had the highest number of approvals of any of the consortium partner boroughs. We are anticipating a similar or higher number of approvals by the end of this financial year this current financial year.

In 2017-18, Enfield assessed and approved 11 adoptive families which is an improvement on the previous year when only 4 adoptive families were approved. Again, Enfield had the highest number of approvals in 2017-18 compared to its consortium counterparts. Efforts to recruit and assess adopters are ongoing with a particular focus on families that can meet the complex needs of our children.

There has been an increase in the number of SGOs granted over the last 2-3 years. In 2016-17, 42 SGOs were granted (32 on children previously in care and 10 on children in need). In 2017-18, 32 SGOs were granted (19 on children previously in care and 13 on children in need). This year to date, 13 SGOs have been granted with more expected by the end of the financial year. We currently have 7 special guardianship assessments being completed with numbers of applications continuing to rise.

In 2017-18, 16 Adoption Orders were granted, the highest in the consortium. We are anticipating 14 Adoption Orders on children by the end of this financial year, including four sibling groups.

The aim is always to increase our pool of foster carers and adopters to meet the demand of the children in need of fostering and children where adoption is the plan.

The team's Recruitment and Marketing Officer is continuously looking for new and innovative ways in which we can recruit foster carers for Enfield. Raising the profile of fostering for Enfield is crucial and efforts to do this have included:

- "Myth busting" messages being sent to prospective foster carer groups.
- Information events across various locations in Enfield and the Hertfordshire border (i.e. larger supermarket stores, Enfield theatres, libraries, local hospitals and the Civic Centre).

- Double page adverts in the local papers featuring current foster carers and case studies
- Posters and electronic board throughout the borough.
- Our marketing materials have been redesigned to attract more interest from carers for sibling groups and older children

Maximising Technology:

The fostering and adoption pages on the Council website have been updated and the friendly URL www.enfield.gov.uk/fostering has been resurrected.

Our visual element to the website has been improved and a fostering and adoption microsite has been installed for this purpose.

Our successful media campaign last year resulted in regular flow and increased traffic to websites and social media channels.

Spikes to the adoption site corresponded to event marketing activity and there were notable spikes to the fostering site centre around the parent and child video promotion. There was a similar pattern for our Facebook channels and increases in likes that corresponded directly with boosted adverts.

Work is currently underway to develop electronic applications through the Children's Portal.

2. ISSUES AND CHALLENGES

- The number of adoption allowances granted has remained stable over the past few years. Since the last OCS report in August 2017, the adoption allowances have increased by only one from 72 to 73. The payment of an ongoing adoption allowance is discretionary, and we are successfully using one off payments in their place.
- However, what continues to be a financial challenge is the number of SGO allowances being paid as there is no legal discretion either over the payment of these allowances or their level.
- The fostering allowances are comparable with other local authorities and recently, a review of the second and subsequent child rate element was aligned with the first child rate as part of a recruitment and retention initiative. This was necessary to bring Enfield in line with the other local authorities in the consortium in a competitive market and to avoid using

costly independent fostering agencies. There is a national shortage of foster carers which is keenest in London. Recruiting foster carers is highly competitive and many local families are still choosing to foster with independent fostering agencies. Our marketing plan highlights the benefits of fostering for Enfield but a constant focus on recruitment is crucial. In particular, we want to recruit more foster carers for siblings, older children and Unaccompanied Asylum Seeking Children.

- In adoption, we need prospective adopters who can meet the ethnic and religious backgrounds of our children and adopters who are able to consider children with developmental uncertainties.
- Nationally, all adoption agencies are required to implement the DfE's RAA plan which is an enormous task. The current uncertainty for staff working in adoption is daunting. However, Enfield has the advantage of belonging to an established six-borough consortium partnership and will be able to influence the development and decision-making in delivering the RAA.
- Any operational risks are minimised by attention to good practice in recruiting and preparing foster carers and adopters, good preparation for children, attention to detail during the introduction and transition process, and continuing support post placement.

3. NEXT STEPS

- To recruit and assess 15+ foster carers in 2018-19
- To focus on a recruitment campaign that encourages foster carers to foster sibling groups using the second and subsequent child fee recently implemented as an incentive.
- To help shape the implementation of the new Regional Adoption Agency for North London by April 2019 to ensure that the new arrangements achieve the anticipated improved outcomes for this group of children,

4. RECOMMENDATIONS

That the Overview and Scrutiny Panel note the content of this report and embedded attachments:

Adoption Annual Report 2017-18.



Adoption Annual
Report 2017-18.pdf

Fostering Annual Report 2017-18



Fostering Annual
Report 2017-18.pdf

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**Annual Panel Report of the
London Borough of Enfield Adoption Service
March 2017 – April 2018**

Report from Agency Decision Maker – Anne Stoker, Assistant Director, Children's Social Care

It is my pleasure to introduce the annual report of Enfield Adoption Service.

Securing permanence for children who are unable to live with their birth parents has remained high on the political agenda at both local and national level, and the task of ensuring positive outcomes for society's most vulnerable children is challenging for all concerned.

The requirement for all local authorities to progress plans for regionalisation of adoption services has meant considerable co working across London authorities. At the time of writing this report, the six boroughs of the North London Adoption Consortium are working closely together, at senior management, middle management and social worker level to progress the plans for a Regional Adoption Agency. The timescale for the completion of this work is now going to be circa April 2019.

It has been a productive year for Enfield Adoption Service with new adoptive families having been assessed and children matched in a timely manner. There were 2 additional adoption orders made this year than the last financial year, with 12 adoption orders having been granted. The system relating to the Agency Decision Maker decisions regarding adoption plans for children continues to work well and where necessary, the flexible approach used to achieve timely decision-making has been very beneficial for children in care proceedings and at matching stage. Children who are relinquished continue to be presented by their allocated social worker to the Adoption Panel for approval.

Significant national changes have occurred over the last 12 months. 2017-18 has seen a slight increase in the number of placement orders granted by the courts in

preference to special guardianships arrangements. In 2016-17, Enfield obtained 32 Special Guardianship orders for children that were previously Looked After. However, in 2017-18 this number had reduced to 19 Special Guardianship Orders being made of Looked After Children, with a total number of Special Guardianship Orders made equalling 32 orders. It is also pertinent that for those children who are subject to placement orders and need adoptive families, they continue to be children who are the most vulnerable and come from abusive and challenging backgrounds.

Because of national changes, there are a greater number of adoptive families available than children waiting for adoption. However, there are still children with such complex issues that finding the right family to offer the skilled parenting required can take a considerable length of time. Furthermore, across the Consortium, around 75% of approved adopters are white, while around 75% of the children still awaiting placements are from a BME background.

Since November 2014, the six boroughs that deliver the Stage 1 process in the recruitment of prospective adopters have been split into two teams to cover the north and south of the Consortium – Enfield, Barnet and Haringey cover the north of the Consortium and Camden, Islington and Hackney the south. This has resulted in more families receiving an improved service from each of the recruitment teams. Changes to the way in which Enfield Adoption Service manages the recruitment process were necessitated by the designated recruitment Social worker leaving Enfield in December 2016. As a result, there is now a whole duty team approach to managing recruitment referrals and this is working well.

The recruitment of adopters is undergoing a fundamental transformation with the development of a Regional Adoption Agency. This will change the way in which adopters are recruited. There remains a mis-match between the numbers of adopters waiting for a placement and the type of child they are seeking and the types of children requiring an adoptive family. I am mindful that in 2017-18 there were 30 sets of adopters approved across the six boroughs of the North London Adoption Consortium. This equates to 6 sets of adoptive families being approved on average across North London. More adoptive families are therefore required for the cohort of children

requiring adoption. It is nevertheless pleasing to note that in Enfield, 11 sets of adopters were approved in the last 12 months; this is a significant increase on 2016-17 when there were only 4 approvals.

I would like to thank all the professionals and Panel Members, who, under the able leadership of Yvonne Metcalf, the Panel Chair, provide a committed and conscientious approach to their work. Special thanks are also due to Debbie Michael - Service Manager for the Fostering and Adoption Service, Morris Linton, the Panel Advisor, who has provided sound advice and to Lynne Warner, the Panel Co-ordinator who provides an excellent service in ensuring the smooth running of each Panel meeting.

My thanks to all the staff and Panel members involved in this crucial work and the difference you are making to the lives of vulnerable children.

The Adoption Panel

Panel Meetings

The Adoption Panel continues to meet monthly; in line with legislation, the Panel gives recommendations to the Agency Decision Maker about prospective adopters' suitability to adopt and matching for children with adoptive families. Reasons for the recommendation are given to enable the Agency Decision Maker to make a robust decision about each case presented. During the year, the Agency Decision Maker was able to agree all recommendations made by the Adoption Panel. The Adoption Panel is also able to give advice about age ranges and any other matters the Panel sees as being appropriate, again to aid the Agency Decision Maker in her deliberations.

Some Panel meetings have been only half a day, as the number of children coming through for adoption and hence both approvals and matches have been fewer than previous years. Where there are 3 or less Panel cases to be heard, Panel members are only paid for half a panel, in line with Enfield's need to ensure that the Panel is cost-effective. Panel members take it in turns also to attend Panel, thereby ensuring that quoracy is maintained, whilst at the same time keeping the number of Panel members

to a minimum. Feedback from adoptive families has been positive in terms of them reporting feeling less overwhelmed by the number of panel members in the meeting.

The process for care planning decisions about children, which has lain with the Agency Decision Maker now for over three years, continues to work well. Panel members are helped at the matching stage by having clear decision making and any issues identified in the care planning process, to ensure that they have sufficient information on which to base their recommendations.

The Adoption Panel continues to welcome observers, often either newly qualified social workers/newly appointed social workers, student social workers or medical practitioners. Feedback from observers continues to be very positive and, given that adoption cases may be a small part of any social worker's caseload, it is helpful for them to understand the gravity of the decisions made about children's long-term welfare.

Foster for Adopt is a relatively new concept to the borough and presents some challenges in the matching process as the children may have been in placement for some months prior to being matched formally under the adoption regulations. Enfield is keen to ensure that there is a larger pool of adopters to approach when Foster to Adopt Placements are required. This will necessitate increased input from the adoption team and the adoption panel at the 'suitability' stage to ensure that prospective adopters have a full understanding of the implications of such placements. In 2018-19, both the Panel Chair and the Panel Adviser are considering more effective ways of ensuring that the Adoption Panel approves more Foster for Adopt carers, using effective protocols. It is also recognised that all the Consortium boroughs have struggled to attract Foster to Adopt carers, not just Enfield.

Conduct of Panel meetings

To aid transparency of decision making, social workers and prospective adopters are invited in together once Panel members have had an initial discussion about the case being presented. In general, the only time this would not be available to prospective adopters is if there was third party information which may affect the outcome of the case. The Agency has made a decision that prospective adopters should attend all of the meeting after the initial discussion, even in the case of a negative recommendation, to enable them to understand how the recommendation is arrived at. That said, the Chair reserves her right to ask prospective adopters to leave the meeting should this be necessary.

Feedback from both staff and adopters has been positive and Panel members have developed their confidence in this way of working.

Panel Membership and staff issues

The Panel has had a consistent panel membership over the preceding 12 months. However, Jim Wallis – who is an experienced foster carer and adopter from another London Borough, has since left the Panel. Two Vice Chairs have now been appointed to chair the meeting if the Chair is unavailable. Jenny Belsham is a registered social worker and has considerable professional experience in adoption as well as being an adoptive parent herself. Deborah Persighetti is an adoptive parent and has experience of recruiting adopters in a neighbouring local authority. One or other attends every panel.

There is a requirement that Panel members have an annual appraisal, conducted by the Panel Chair and the professional adviser to the Panel. The outcome of these appraisals is then taken forward into the Chair's appraisal, which is conducted by the Agency Decision Maker.

Dr Oyetoro Enaigbe, a consultant paediatrician based within Enfield is now into her second full year as Medical Adviser to the Adoption Panel. Dr Enaigbe has direct experience of the children being presented to Panel and regularly meets with the child's social worker as well as prospective adopters to discuss the health-related issues of children requiring adoptive placements. Dr. Enaigbe's regular presence at

Triangle House has proved very effective in enabling social workers and prospective adopters to meet with her in advance of the Adoption Panel to discussed children's health related needs.

Training

Both the Panel Chair and Panel Adviser have noted the variance in quality of Child Permanence Reports from cases being presented. This has identified the need for raising awareness towards the LAC social workers of ensuring that good quality CPRs are maintained. To this end, a meeting took place with a large group of LAC social workers in early 2018 to discuss methods of improving the quality of the PAR's. This training was well received by the LAC social workers.

The Adoption Panel members did not undergo formal Panel training in the last 12 months, although opportunities were given to panel members to attend training offered across the council and through the North London Adoption Consortium.

Quality assurance

Part of the Panel remit is to monitor the Agency's performance in terms of timescales for the assessment and approval of prospective adopters. This is now being formally recorded in panel minutes as part of the panel's quality assurance role.

The quality of the paperwork in relation to prospective adopters' reports is generally good. Child permanence reports are perhaps more variable in their overall quality but generally are able to give the Agency and prospective adopters a good understanding of the children's needs.

User feedback

The Panel is now receiving more formal evaluation sheets from attendees at Panel. This is vital to ensure that Panel members can reflect on their performance. Panel attendees are encouraged to complete the evaluation forms on their panel experience prior to leaving the building following their panel attendance and these are used as a source of learning for panel members and to improve in the delivery and performance of the Panel.

Future Developments

It is unclear what the role of the Adoption Panel will be in the new world of regionalisation and there may be a number of statutory changes which will affect the conduct and remit of the Panel in the future. However, in the short term, there are a number of goals pertinent to the Panel:

- To ensure there is statistically significant user feedback, to monitor the performance of the Panel. This will be achieved by continuing more robust requests to attendees during the Panel meetings.
- To ensure members' appraisals are current. This will be achieved by conducting appraisals on all members as soon as possible, and then having a regular appraisal period each year.
- To identify internally commissioned training for Panel members, in conjunction with the Adoption Team and the Fostering Panel.
- To work with the adoption team in ensuring that the concept and the processes for Foster to Adopt are understood by all concerned.

Statistics and Progress of Cases Presented to Panel

Panel Business Meetings continue to be held every six months and these are chaired by the LAC Head of Service. The Professional Adviser continues to present information in relation to the progress of children's care plans and adoptive families approved at Panel.

During 2017-18:

11 sets of adoptive families have been approved. This is considerably more than in the previous year (2016-17) when only 4 families were approved. This is despite the backdrop of continued reform in the recruitment and assessment process necessitating changes in processes within the Consortium boroughs. Enfield is maintaining a more targeted approach in ensuring that recruitment matches as closely as possible to the types of children requiring adoption as their care plan, considering their range and level of needs. Equally, there is a need to also have a small pool of Enfield approved adopters that are regularly being approved for children with less

complex needs, to ensure that some of these Enfield children have the potential for an in-house placement, if appropriate. In comparison to its Consortium counterparts, Enfield has done well with 11 approvals: Barnet approved 8 families, Camden (3), Hackney (4), Haringey (3) and Islington (2).

12 Enfield children have been adopted in 2017-18. This is an increase to last year (2016-17) when 10 children were adopted. This year's figure needs to take into account the fact that nationally, there are fewer children with a plan of adoption as a result of a decrease in the number of Placement Orders granted by the judiciary. At the start of 2018-19, there were 14 children in adoptive placements and it is therefore highly likely that there will be an increase in the number of adoption orders made during this new financial year. In comparison to its Consortium counterparts, Barnet achieved 13 adoption orders, Camden (4), Hackney (12), Haringey (11) and Islington (8).

Adoption Support Service:

The complexity of the needs of adopted children and their families highlights the need for robust support packages, some of which may be ongoing for a considerable period of time and others intermittent. Increased understanding of the issues by both professionals and adoptive families alike has reinforced the need for detailed adoption support plans which deal with not only the initial stages of a placement but consider issues well into the future. The Panel Chair ensures that presenting social workers to Panel are reminded that the Adoption Support Plan is a living document that remains active during the child's adoption placement and can be subject to review and amendment at any time.

- 40 families are currently in receipt of adoption support packages.
- 12 adopted adults are currently receiving an access to records service.
- 25 adopted adults and birth relatives received support and guidance with regards to searching for extended birth family members separated by adoption. 15 are currently still receiving this service.

- To date, there are 74 (74 in 2016-17) adoption allowances and 187 Special Guardianship Allowances being paid (157 in 2016-17). There has been no change in the number of adoption allowances being paid but a continued significant increase in the number of SG allowances being paid.

Staffing and Accommodation

The day to day management of the Adoption Service continues to remain the responsibility of the Adoption Team Manager who was appointed in February 2016 and, in his absence, the Service Manager for Fostering and Adoption and the Deputy Team Manager, who was successfully recruited to during 2016-17. The Head of Service has overall responsibility for the Service and is also the designated Adoption Support Advisor (ASSA), a required role under the Adoption Regulations. The Service is staffed with experienced managers and social workers. Two new social worker positions were successfully recruited to in late 2016 and early 2017 to replace positions that were vacated due to established social workers leaving the department. In early 2018, the one vacant social work post was also successfully recruited to and it is pleasing to note that the Adoption Service is now fully staffed again.

The areas of specialism within the team are 3-fold: family finding for children where adoption is the agreed plan; assessments of prospective adopters; and adoption support services to all affected by adoption and special guardianship. Since October 2016, the Adoption Service has also taken over the commissioning of special guardianship assessments; this includes a considerable increase in the number of special guardianship assessments being carried out by social workers within the Adoption Service. This is aiding social workers with developing new assessment skills in undertaking special guardianship work. The Adoption Team's proximity to the looked after children teams continues to be helpful in promoting timely care planning for

permanency. The Adoption Team continues to deliver an exemplary service with its wealth of experience and knowledge.

Team members have managed well with the adjustments being necessitated to the Stage 1 and Stage 2 processes in relation to the recruitment and assessment of prospective adopters. A whole team approach from Enfield's Adoption Team has now been implemented as part of the Tri-Borough project with Haringey and Barnet in delivering the Stage 1 recruitment and assessment process (including information sessions and foundation training). Each of the tri-borough authorities continues to undertake duty on a rolling three-monthly rota which has helped to improve the quality of the recruitment of adopters. Designated social workers are assigned to assess prospective adopters from the onset of Stage one and through stage two, thereby offering continuity of worker throughout the assessment process.

Training

Staff training and development needs are met both through the Consortium and Enfield's Training and Development Service which offers a comprehensive programme. Team members are expected to attend training to ensure their ongoing development needs are met, as well as maintaining their social work HCPC registrations. In December 2017, social work professionals throughout the Council attended a Conference where several impressive guest speakers attended and gave presentations. As well as training courses, annual development days are held covering different topics and attended by social workers, education and health professionals, as well as foster carers.

The North London Adoption Consortium

- The Consortium (Barnet, Enfield, Hackney, Haringey, Camden and Islington) continues to grow from strength to strength with initiatives to benefit children and their families across all six boroughs, for example:
- The joint Stage 1 recruitment and assessment process with Enfield, Barnet and Haringey serving families from the north of the Consortium boroughs and Camden, Islington and Hackney serving families from the south of the boroughs.

- The Consortium family finders working group has worked well together in looking at the available families as potential matches for children within the Consortium where adoption has been agreed.
- The matching service, Adoption Link Maker, is being used by all the Consortium boroughs and has resulted in some successful links and matches being made. Enfield has found that this has been a particularly effective means of identifying suitable families for its most difficult to place children.
- Following the termination of Norwood's inter-country contract with the Consortium in 2014, the Inter-Country Adoption Centre has now established the contract and is working well with the Consortium boroughs. The Inter Country Adoption Centre offers valuable advice and guidance on all inter country matters, as well as undertaking assessments and approvals of Enfield families wishing to adopt inter country. Enfield only has around one set of adopted families per year who require welfare supervision once the child is in the jurisdiction of the United Kingdom. Enfield uses the services of an independent social worker with expertise in inter country adoption matters, rather than someone from the Inter Country Adoption Centre, as this is more cost effective.
- The Consortium contract with The Post Adoption Centre is proving to be a more cost-effective way of providing a range of services to all people affected by adoption. This contract enables the referral of families with complex adoption support needs for assessment and treatment. This service is available to all Enfield residents affected by adoption, as well as those affected by other forms of permanency such as special guardianship or long term fostering. The Post Adoption Centre provides outreach support to families across the Consortium boroughs, including a monthly surgery in Enfield, which can also be accessed by professionals involved in making plans for children. In 2017-18, Enfield has seen an increase in the numbers of families affected by adoption taking up the offers of six sessions of free counselling. More adoptive families are also being referred to the Post adoption centre for comprehensive counselling and therapy.

- The Adoption Support Fund was introduced in May 2015 and over the last two years; Enfield has made 74 applications on behalf of adoptive families and adopted children requiring intensive therapy which have all been successful. In 2017-18, this equates to 30 applications, totalling £60,631. This is an increase of 6 applications from the preceding 12 months when 24 applications were made. At the end of 2017-18, the fund has paid out £251,331 to Enfield Council so that these adoptive families can receive relevant therapy in accordance with their needs. The fund has now been extended to adopted adults up until they reach 22 years and 25 years if the adopted adult has special educational needs. The fund has also been extended to inter country adopters and children who are under a special guardianship order, where the child was previously looked after by the Local Authority.
- Regular training courses are held throughout the year for adoptive families as well as groups for families and their adopted children. Training is delivered via specialised trainers or through the Consortium's pool of leaders from each of the Consortium teams.

Enfield had been running a well-attended support group for its adoptive families for over 13 years. However, the group was predominantly made up of an established membership of adoptive parents who had adopted some years ago. For newer approved adopters, they are more likely to access support groups in their area run by an independent group of adopters called We Are Family (WAF). As a result, the Enfield Adoption Support Group was disbanded and all adopters now have access to the WAF support groups running across North London. During 2017-18, WAF provided the Consortium Heads of Service with extensive details on the range of services they provide with the Heads of Service agreeing to provide a financial contribution towards the WAF services offered to adopters across North London.

- The North London Adoption Consortium Support Group for adopted adults continues to run on a bi-monthly basis. This group is now well established.

Adoption Support

- Enfield is committed to offering adoption support packages to local families that need additional help, following an adoption support assessment. Enfield continues to have a low placement breakdown rate; in 2015-16 there were three adoptive placements which disrupted prior to the adoption orders being granted. In 2016 – 17 there were no adoption disruptions and in 2017-18 there were no disruptions. Two separate sets of adopted children came into care in 2017-18 but these were children who were not previously Enfield looked after children; extensive support from the Adoption Support Service had been put in place beforehand to attempt to stabilise each placement. The low breakdown rates are due to the robust support packages being flexible to meet the demands of the placements and includes easier access to therapeutic services which are tailored to the needs of the specific placement. This was aided somewhat by a working group comprising the Service Manager and Team Manager – Adoption Service, together with a LAC Team Manager and a Senior Practitioner who undertook a placement disruption analysis of the causes of these breakdowns. An analysis report was completed by the Service Manager for Adoption & Fostering and the findings were shared with all Panel members and the Head of Service at an Adoption Panel Business Meeting in June 2016.
- The service continues to offer a range of support services to adults affected by adoption, including guidance, advice and support with accessing records as well as the provision of intermediary advice and support where adopted adults are wishing to seek reunification with members of their birth family.
- It has been acknowledged that there is a growing need for support to Special Guardians (SG); work around this is being developed and is ongoing, to ensure the needs of SG carers and the children placed with these families are being adequately supported. Support for SG carers is managed and delivered within Enfield's Adoption Service.
- A Child Psychotherapist from the Child and Adolescent Mental Health Service continues to attend the adoption team meetings on a regular basis which team members found useful, giving them the opportunity to engage in reflective group supervision. This also enables team members to analyse the problems more clearly

and consider the issues from varying perspectives, resulting in better support strategies being put into place.

- Recruitment initiatives to meet the needs of our children continues to be a priority. In October 2017, during National Adoption Week, the consortium boroughs facilitated a large event in Hackney, also a part of Black History month, to raise awareness and the profile of adoption with the aim of attracting potential applicants for our black and dual heritage children in need of adoption. A further targeted recruitment event in March 2018 in Wood Green was also well attended.

Recent Developments

- Plans are now well underway for the government to regionalise adoption by proposing a move to develop regional adoption agencies. This is with the intention of speeding up the matching process, improving adopter recruitment and adoption support, reduce costs, and improve the life chances of London's most vulnerable children. The London Adoption Board submitted an expression of interest and was assigned the role of scoping and defining the future regionalisation model. This is now in the planning and implementation stage and there have been many meetings and conferences which have been attended by various members of senior management, including adoption managers. A new lead professional – Julie Lewis has been commissioned as the Project Manager North London Regional Adoption Agency (RAA) to steer Enfield and the 5 other North London Consortium boroughs through these changes. As well as meeting with Directors and Assistant Directors / senior managers, further implementation groups are underway with the Legal Dept., Human Resources and Commissioning Services. Importantly, the "Task and Finish" groups are now underway and include managers and social workers in adoption teams to progress planning and implementation of the family finding, recruitment of adopters and adoption support. These changes will be implemented in circa April 2019.
- The North London Adoption Consortium has been exploring a potential proposal to make an application to the Adoption Support Fund for a bespoke therapeutic service

for adoptive families being provided by Adoption Plus. Funding was approved by the Adoption Support Fund in 2016, together with government funding for Adoption Plus to establish a bespoke therapeutic service for adoptive families connected to the North London Adoption Consortium. This new service, based in Crouch End began taking referrals in the spring of 2017. To date, two Enfield families have accessed the service.

- Enfield, together with Haringey, Barnet, Islington and Camden are linking up with Hackney CAMHS Team who are developing a clinical hub of therapeutic expertise to offer a CAMHS adoption-focused therapeutic service to adoptive families. This was due to commence in the summer of 2017 but was delayed and put on hold, pending the completion of the regionalisation implementation programme.
- Several babies in Enfield's care are unlikely to return home due to their parents' inability to provide the security and care that is needed for their child. Concurrent planning and foster to adopt placements provide potential permanency for babies at an early stage and avoid the need for further moves.

In 2017-18, assessments of adopters automatically consider their suitability to become Foster to Adopt carers, to ensure there is a bigger pool of in house adopters to approach when the need for a Foster to Adopt Placement becomes necessary.

- Enfield Adoption Team continues to work closely with an Enfield CAMHS psychotherapist to offer direct consultation, advice and strategies specifically to adopters with children placed in their care, where there is a need for direct therapeutic support.
- In the Children's Social Care electronic case management system (called Liquid Logic ICS) pathways were developed and refined during 2017-18 in the areas of adoption support, special guardianship assessments and special guardianship support. This will lead to better transparency and clarity of work being undertaken in these areas and improvements in the way these social work tasks are carried out.

- During 2017-18, the Consortium commenced the review of allowances paid to adopters across the six NLAC boroughs. This is continuing and is being aligned with the current regionalization procedural changes being undertaken.
- Closer links are being created with the new Virtual Head for Enfield to offer advice and guidance for social workers about ensuring services for adopted and children under a special guardianship order who were previously in care are met by the schools.
- There is now a London run support group 'for adopters who wait' which has proved very popular and further meetings are planned. All the London consortia are assisting with planning and running these events.
- The Great Behaviour Breakdown (GBB) is an extensive training programme aimed at adopters who are in crisis. Enfield has referred several adoptive families to this training, using the Adoption Support Fund to ensure this is accessed by as many adopters who require it as possible.
- An initiative between the Consortium boroughs and a therapeutic service called Body and Soul has been set up and successfully established following a successful bid to the Adoption Support Fund in 2015-16. The partnership project between Body and Soul and the North London Adoption Consortium offers an 8-week programme for 8-12year olds (Young Explorers) and 13-16year olds (Teen Spirit) to enable adopted children to come together with others who have also been adopted and to provide a safe, emotional space for them to work on their feelings and emotions associated with having an adopted status. Enfield has referred several our adopted children to this project using funds agreed by the Adoption Support Fund
- The North London Adoption Consortium Adopters' Forum has provided the opportunity for adoptive families to give their views on adoption support needs. The aim of this group is to enable "the voice of the adopter" and identify gaps in service provision. These meetings were chaired throughout 2017-18 by Enfield's Adoption Team Manager.

- Enfield, as part of the North London (SG) Consortium now routinely offers special guardianship training to those special guardians who are either in assessment or recently approved. This training is facilitated by both Enfield special guardianship support social workers and assessing social workers, together with an experienced special guardian.
- A special guardianship support group for Enfield and Haringey guardians was established in 2015-16 and this continues to be well attended, with guest speakers coming along. This group is held on a bi monthly basis.
- The Marketing, Communications and Recruitment Team launched a digital adoption campaign via CAN in 2017/18 to target prospective adopters, who are able to consider older children, sibling groups and children with complex needs.
- A collaborative approach to producing a best practice model on transitions from fostering into adoption was led by John Simmonds OBE, Head of Policy and Research at BAAF with social work staff from adoption and fostering teams in the consortium in June 2017.
- A highly rated course, "Going Back to Go Forwards" run by Louis Sydney, a psychotherapist with lengthy experience of working in adoption and Zach Gomm, has been set up for access under the ASF as a rolling arrangement. Newly approved adopters are encouraged to attend this training which runs throughout the year.

User Feedback

- Evaluations following adoption preparation training groups and post-Panel attendance indicate positive feedback. However, it is acknowledged that the numbers of feedback reports need to increase. This will be addressed through ensuring that all adopters and social workers coming to Panel will be asked to complete their feedback reports immediately following their attendance at Panel.

- The adopter preparation training is reviewed after every session and comments from participants noted and acted upon. The training provides a wide range of speakers such as adopters, foster carers, professionals from CAMHS and the designated nurse for Looked after Children.
- In line with the ethos of the Consortium, the team has been able to accommodate adoptive families from Consortium boroughs on Enfield's preparation training programme. The feedback from these adoptive families has been positive.
- Feedback from adoptive families is also received via letters and cards praising the social workers that have assessed, approved and supported them throughout the process.
- The Adopters Forum (made up of families across the Consortium boroughs) is an excellent way in which to obtain feedback. This forum is adopter led and gives families the opportunity to voice their views and suggest ways in which to improve services where there are gaps.
- A Helpline number is now available to adoptive families experiencing problems with their children in the school setting; this is a service provided by the Post Adoption Centre.

Report from Panel Chairperson

Adoption remains high on the political agenda although the landscape for adoption agencies remains uncertain. This includes more uncertainty in the court arena, and social workers and adopters alike have to manage those uncertainties in terms of, for instance, appeals by birth parents. There is rightly continued pressure to ensure that planning for children happens in a timely manner and that prospective adoptive parents are given appropriate information, take the lead in the initial processes and are assessed in a fair way which takes account of their strengths as parents for the most vulnerable children in our society. Expectations of any adoption agency are therefore high and the Panel's contribution to the overall success of the agency is

crucial. Against this is a reduction in the number of young children being available for adoption and the challenge for any agency is the placing of the children with more complex needs, particular ethnic, cultural and religious needs, and sibling groups. All the children requiring adoption have had an uncertain start in life and a major task for the agency is to ensure that prospective adopters have a full understanding of the lifelong challenges that many adopted children and hence their families face.

Enfield continues to attract a diverse range of prospective adoptive parents, most of whom have thoroughly researched their chosen agency prior to making a commitment.

The role of the adoption panel in relation to matching children with adoptive families has been an item for discussion in many quarters, especially as regionalisation, with the major changes to process it will bring, moves on. There have been many changes in practice with adopters having much more contact with children and their carers prior to being presented for the formal match, as well as the concept of children being placed prior to the match under Foster to Adopt. Enfield remains committed to ensuring that the adoption panel brings a level of scrutiny and quality assurance to matches to ensure that they are as 'safe' as can be.

In the main, matches are well researched and prospective adopters come to Panel with the requisite information about a child which will enable them to understand the challenges ahead. Panel members are always mindful of the lessons learnt from disruptions and from their own experiences. This is helpful in considering not only the viability of the match but the adoption support plan, both now and in the long term, which panel members consider to be vital to the successful outcome of any match.

As ever, the quality of the discussion and the issues raised throughout the Panel meetings evidence that all members take their responsibilities very seriously and papers are thoroughly read. I would like to thank them all for their commitment to the task.

I have continued to meet with Linda Hughes, Head of Service, and Debbie Michael outside of Panel meetings and it has been helpful to understand the overall context of the work within the department as well as deal with any Panel issues which have arisen. My relationship with Morris Linton as team manager for the adoption service and panel adviser is well established and mutually supportive.

The thoroughness of the decision making in regard to plans for children is evidence of a thoughtful and robust approach to ensuring that all aspects of a child's journey are considered prior to a match being made.

I would like to thank Dr Oyetora Enaigbe, our medical adviser, who continues to help us to understand some of the very complex medical issues which come before Panel, and I know her contribution to adoption in Enfield is valued by Panel members, social work staff and adopters alike. I would also like to thank Linda Hughes, Debbie Michael and Morris Linton for their support to me personally as Panel chair and also to the agency in general. Last but certainly not least, I would also like to thank Lynne Warner, the Panel coordinator, whose commitment to the smooth running of the Panel is ever present. The administrative staff within the borough have continued to adapt to new ways of working in this last year, and it is to Lynn's credit that she has continued to ensure Panel meetings are so well organised.

The regionalisation agenda will continue to gather momentum during this next year and as a resolution of the issues comes near, there will undoubtedly be discussions about the general operation of the panel system including the membership, the adviser, Chair and in Enfield's case the position of the elected members. In the immediate future, the major tasks for the panel are to ensure a good understanding of changes in working practices, especially in relation to Foster to Adopt, to ensure panel members are included in information about any future changes, and to ensure that the robustness of their quality assurance role is incorporated into the agency as a whole.

Report compiled by:



M. Linton

Yvonne Metcalf

Independent Adoption Panel Chair

Morris Linton

Adoption Team Manager

LONDON BOROUGH OF ENFIELD

FOSTERING PANEL

ANNUAL REPORT

APRIL 2017 - MARCH 2018

1. Introduction

This is the 13th Annual Report of the Fostering Panel, covering the period from the 1st April 2017 to 31st March 2018, in compliance with the Fostering Standards Regulations (England) 2011. It covers the 12 months of the Financial Year to coincide with other Annual Reports.

In this period 17 Fostering Panel meetings have been held and none cancelled due to inquoracy. Panel meets monthly. Additional meetings can be scheduled when the volume of cases required this. Meetings are held at the Civic Centre in Enfield, with a separate waiting room; the rooms used are suitable for these purposes.

Panel has produced a 'Guide to the Fostering Panel and its Procedures' and a 'Guide to Panel Members', with profiles of members of the Central List and their photographs, for applicants coming to Panel. These are designed to help people attending Panel to understand its function and what happens in Panel.

2. Overview of Work carried out by the Panel

1. Applications from prospective foster carers for a range of tasks
2. Applications relating to Family and Friends (Connected Persons) foster carers for children already or about to be placed with them
3. Regulation 25 cases - forming a view on Connected Persons assessments where an additional 8 week extension to temporary approval is proposed in order for assessments to be completed
4. Brief reports where, at Stage 2, the Fostering Service have concerns that an applicant may be unsuitable
5. First Annual Reviews of Foster Carers
6. Other Reviews which consider continuation of approval, extension of approval or Standards of Care concerns as the local authority sees fit
7. Consultation on a range of different situations where the advice of Panel is sought
8. Quality assurance of work presented
9. Review and up-date of relevant policies and procedures in partnership with the Fostering Service

Previously termination of approvals were presented to Panel. That is no longer the case. In January 2018 the Cheviots Short Breaks Service ceased to run due to changes in the profile of children needing such a service. Over the past year 72 applicants/carers have attended Panel.

3. The Central List

There are 12 members on the Central List. Membership has remained consistent over the past 12 months. All new Panel members have received

an induction and an opportunity to observe Panel prior to joining. Monica Bunbury and Kerry Stanton are the two Vice Chairs.

Panel members always receive their papers 7 days in advance of the meeting. Reading the papers supplied in preparation for discussion is a considerable undertaking as, for many meetings, the papers may involve several hours of close reading. All members devote a great deal of time and personal commitment to the work of the Panel and invariably come well prepared. The Fostering Service is working with Panel to move to 'paperless Panels'; those members who also work for LBE and one of the elected members now receive electronic Panel packs.

Panel members keep up-to-date with fostering matters: all are members of *Fostering Network* and receive the *Foster Care* periodical. Once registered with *Fostering Network*, members have access to a considerable online resource. All members are provided with a copy of *Effective Fostering Panels, CoramBAAF*, to enhance their understanding of the Panel Process. The Chair attends the London and SE Panel Chairs' Group, hosted by the Fostering Network, and regularly shares information gained there.

Panel members are aware of what constitutes a conflict/declaration of interest and declare this at the beginning of a case slot; this is then recorded in the minutes. Each Panel member has a Policy Folder that contains key national regulations and local policies and procedures. A copy of Enfield's Whistle Blowing Policy, as required in Standard 19.6, is included.

The appraisal of all members has takes place annually. All involved find this process useful. See Appendix 2 for further details of membership.

4. Panel Business

a. Approvals

18 new mainstream Foster Carers were approved over the last year, an increase of 6 on last year. All prospective Carers are invited to attend Panel, and are strongly encouraged to do so. Members and carers find this valuable and believe that attendance establishes a relationship between them that engenders a sense of working together from the start. It also gives members a first-hand impression of the applicant/s and adds another dimension alongside the assessment paperwork. Panel are mindful to work with the Fostering Service to ensure that the recruited pool of carers reflects the ethnicity of the looked after population and covers the age range and gender of children in need of placements.

Panel cannot consider those cases where information required under the Fostering Service Regulations is incomplete, unless there are good reasons that explain the shortfall. Most cases are thoroughly prepared and Panel is generally satisfied with the standard of

approval paperwork. Where there are gaps Panel will defer and await the additional documents. It is noted that Disclosure and Barring Service (DBS) checks are now received more promptly with the advent of the electronic service and appointment system offered by the Fostering Service.

Reports that offer balanced, critical appraisal of the application, supported with evidence and analysis, are preferred over those that are overly narrative. Panel appreciates the continuing work of the Fostering Service to improve the standards of reports.

Family and Friends (Connected Persons) applications provoke much thought and debate because of the complex issues they throw up and the need to balance the pre-existing relationship alongside the borderline life styles and risks associated with some families. Panel gives due consideration to whether the placement is for the short, medium or long term and the nature and quality of any pre-existing relationship.

Over the past year, 2 Family and Friends foster families have been approved, connected with the child as follows:

- young person's sister and her husband
- maternal great aunt and uncle

This compares with 4 approvals last year.

b. Regulation 25 – extension of temporary approval

Over the last 12 months, 4 Regulation 25 cases have been considered where it has been necessary to extend the assessment period for temporary Family and Friends Carers beyond 16 weeks. This is the same number as last year.

c. Reviews

All first reviews are presented to the Fostering Panel. The decision was made by the Service Manager that, from December 2016, reviews would no longer routinely be presented to Panel every third year. However, if there were significant issues, changes of approval or changes in circumstance they would be. 13 first household reviews presented in this period and 11 other household reviews.

Following a serious complaint or allegation against a Foster Carer a review is presented to Panel to consider the new information. Even when an investigation is in process there is an expectation that the Annual Review will still take place, alerting Panel to the outstanding concerns. An up-dated report can then be presented at a later date. Enfield's LADO is available for consultation and to co-ordinate reviews/investigations of a Child Protection nature.

There is still a need for improvement in presenting the views and feedback of children: both children looked after and those within the carers' family. This is a vital area where full information supports members in their deliberations. Panel always look for the views of the children, ideally in their own words by consultation work carried out with them, or through someone who knows them well (and is independent of the fostering household) speaking for them. Kratos has developed excellent forms for this purpose.

The consistency and quality of feedback from the social workers of children in placement on the quality of care is variable. Panel maintain that it must be part of the review. Members view this information as important as Social Workers have the opportunity to observe how the child has responded to the care given over a series of statutory visits. For younger children this is perhaps the only 'voice' representing their views.

A significant improvement has been the expectation that IROs will give feedback on the quality of foster care provided for the children for whom they have responsibility. This is a beneficial development.

d) Matching

All cases where the child is under 13 and will remain long term with a carer are heard by Panel. There have been 4 such cases in the past year, this compares with 8 in 2016 - 2017. These cases are greatly assisted by the information provided by the child's social worker and by their attendance at Panel to answer any further questions.

e) Quality Assurance

Panel fulfils this function in the following ways:

- Working with the service on policy changes
- Annual meeting between the Chair, Agency Decision Maker (ADM) and the Service Manager for Looked after Children
- Twice yearly Business Meetings provide an opportunity to discuss on-going work between Members and the Fostering Service.
- Evaluation Forms for feedback from applicants and social workers.

f) Observers

Panel welcomes social workers, and others, observing at meetings. It is an excellent way for them to see how Panel works and helps to demystify the process. A confidentiality form has been designed to protect the information read and discussed.

5. Panel Administration

Panel administration is carried out by the Operational Support Officer, Operational Support Hub – Meetings Panels and Events SCS. Panel has benefitted from the consistency of the same administrator over the past 12 months. Draft minutes are prepared within 3 or 4 working days of the Panel meeting and are of a consistently high standard.

6. Agency Decision Maker

The ADM makes qualifying determinations/decisions on all Panel recommendations after she has read the minutes of Panel. She is the Assistant Director of Children's Services. On occasions she visits Panel as an observer. Over the past 12 months, she has not decided against any of Panel's recommendations.

No cases have gone to the IRM in that period.

7. Panel Business Meetings

These meetings are held twice a year. They are attended by Panel members, Fostering Managers and chaired by the Head of Service. Topics covered include: new national developments, matters of concern that have arisen and working out agreed protocols etc.

8. Panel Training

Over the last 12 months there have been two training events:

- The Health of looked after Children, July 17
- Managing Allegations and Learning from Serious Case Reviews, December 2017

Both were with the Fostering Service.

Objective for 2018 - 2019

- a. Consolidation of the move to 'paperless Panel' for all members on the Central List.
- b. Flexibility when scheduling mainstream applications to ensure they reach Panel within the statutory timescale of eight months and note timeliness in Panel minutes.
- c. Review of the paperwork for allegations/standard of care cases to make sure that it allows for the perspectives of the different parties and analysis of the key points.

Wendy Gill on behalf of the Fostering Panel

APPENDIX ONE**Panel Statistics 2017 - 2018**

	This year 17-18	Last year 16 - 17
New In-house Approvals	18	12
New Family & Friends Approvals	2	5
New Cheviots Carers¹	0	2
Reviews		
a) First reviews	13	8
b) Other reviews	11	37
Extension of Temporary Approvals (Reg 25)	4	6
Long term matches	4	8
De-registrations²:		
a) In-house	0	19
b) Family & Friends		2
c) Cheviots		0

¹ In January 2018 the Cheviots Short Breaks Service ceased to run due to changes in the profile of children needing such a service.

² Previously termination of approvals were presented to Panel. That is no longer the case.

APPENDIX TWO**CENTRAL LIST**

Wendy Gill	Independent Panel Chair
Monica Bunbury	Current Vice Chair, independent member
Kerry Stanton	Current Vice Chair, manager within LBE
Melissa Halls	Agency Social Work Representative
Lydia Bartlett	Agency Social Work Representative
Roseanne Lee	Agency Social Work Representative
Councillor Glynis Vince	Elected Member
Councillor Bernie Lapage	Elected Member
Richard Reynolds	Independent Member
Anne Whitehorn	Independent Member
Catherine Fleming	Independent Member
Mary Murrill	Additional Panel Member

Others Attending

Renee Powell/ Siew Tan/Reina Fraser	Panel Advisors
Dave Woodger or another from the Operational Support Hub – Meetings Panels and Events SCS	Panel Co-ordinator

Others advising

Gill Wells	Legal Advisor
Dr Oyetoro Enaigbe	Medical Advisor

REPORT TO: OSC**DATE:** 5th September 2018**REPORT TITLE:** Draft ESCB Annual Report**REPORT AUTHOR/S:** Angela Bent, Angela.bent@enfield.gov.uk**PURPOSE OF REPORT:**

To update the committee on the Draft Enfield Safeguarding Children Board Annual Report 2017 – 18.

SUMMARY:

The ESCB annual report 2017/18 is an overview of the progress being made to safeguard and promote the welfare of children and young people across Enfield during the past year.

The report is split in two parts:

- Part 1 – “At a glance” summary of activities
- Part 2 is a more detailed report

The main report is broken into the following sections:

Section 2 of the report sets the context for safeguarding children and young people, by highlighting statistical information about Enfield

Section 3 sets out the local governance and accountability arrangements for the ESCB and structures in place to support the ESCB to do its work effectively. It also provides information on the new Safeguarding Arrangements that will be introduced in 2018/19 through the Children and Social Work Act 2017.

Section 4 highlights some of the achievements and the progress that has been made in the last year as well as reporting on the work undertaken across the partnership

Section 5, provides an overview of specific responses to safeguarding concerns, focusing on Vulnerable Young People and Early Help

Section 6 highlights the lessons the ESCB has identified through its Learning and Improvement Framework and provides an overview of the multi-agency audits undertaken, Serious Case Reviews and child death.

Section 7 describes the range and impact of the multi-agency learning and development training provision and describes the communication activity undertaken by the LSCB.

Lastly, **Section 8** sets out the priorities ESCB will take forward into 2018/19.

1. BACKGROUND

Enfield Safeguarding Children Board has a statutory duty to prepare and publish an Annual Report which describes how our partners safeguard vulnerable children and young people.

Our primary responsibility is to provide a way for the local agencies that have a responsibility in respect of child welfare, to agree how they will work together to safeguard and promote the welfare of children and to ensure that they do so effectively.

2017/18 has been a busy year for the Safeguarding Board, despite changes and challenges that at times have impacted on the Boards ability to progress work, agencies across the partnership have continued to demonstrate strong commitment to the Board and its activities. The Board remains committed to a programme of scrutiny, monitoring and, quality assuring the quality of safeguarding activity across Enfield, and this programme of robust analysis and challenge will continue to ensure that children and young people who are at risk of exploitation or abuse are identified and responded to speedily and effectively, as we move forward and embrace the opportunities the new statutory guidance offers.

Report highlights

- The ESCB considered what the future local multi-agency safeguarding arrangements could be following the legislative changes introduced through the Children and Social Work Act 2017. There will be statutory changes with the abolishing of LSCBs and the introduction of new safeguarding arrangements, changes to the Serious Case Reviews and the introduction of Safeguarding Practice Reviews and the role of the National Safeguarding Practice Review Panel. There will also be changes around the Child Death reviews and the expectations that the number of deaths reviews should increase to between 80 – 120. Therefore, indicating a need for cross border Child Death panels. Over the next 12 months will see the partnership agreeing and publishing new local arrangements.
- No Serious Case Reviews have been commissioned this year, however one SCR that had commenced in the previous year was published and will remain on the website for a year. The Board commissioned one local learning case review, the learning from this will be disseminated across the partnership and included in next year's report. The reviews have been completed in a timely manner, learning was identified for partners to build on understanding the vulnerabilities of young asylum seekers and the importance of information sharing out of hours.
- The Quality Assurance Sub Committee continued to lead and scrutinise the ESCB learning and improvement framework. This involved leading on Section 11 interviews, case audits and reviewing multi-agency performance data to develop an understanding on how well the partnership identified and responded to safeguarding issues. The members scrutinised single agency audits and shared learning across organisations. Overall safeguarding performance data provides reassurance. There are gaps in data from partners agencies, there will be a focus on updating the dataset in 2018/19. The progress on multi-agency cases audits was impacted on by departure of the Service manager, practice and partnership. There will be a renewed focus on increasing the number of multi-agency case audits.
- This year the ESCB expanded its CSE group and established a new Vulnerable Young People Group, chaired by the Head of Community Safety. This has enabled partners to focus on understanding the issues that pose a risk to young people and how they impact on their lives - in a local context. The group has looked at a range of issues from Radiclisation to County Lines

and continued a specific focus on CSE. Overall it has identified that the complex vulnerabilities of young people frequently overlap. It was agreed that to approach these as separate need is less effective than considering the complexity to a young person needs as a whole. To support the partnership in understanding how these issues intersect and how we should locally respond, there will be a focus on developing an overarching Vulnerable Young Peoples Strategy: "Protecting Young People from Exploitation and Abuse".

- This year the ESCB and the ESAB progressed the merger of their respective Learning and Development subcommittees. There have been some challenges in the engagement of adults safeguarding, which has improved now the group is chaired by the adults safeguarding board manager. The financial resourcing and delivery of training are different and this year, there has been an acknowledgement of the differences, but a recognition that there are many areas of opportunity to join up learning and embed a Think Family approach. Moving forward the partners will strengthen the joint multi-agency learning and development offer and ensure despite who commissions training it will be available to all areas regardless if their primary focus is children or adults.

2. ISSUES AND CHALLENGES

The Children and Social Work Act 2017, has introduced legislative changes including the abolishing of LSCBs and identifying The Local Authority, CCG and Police as the 3 safeguarding partners responsible for

- Agree on ways to co-ordinate their safeguarding services;
- Act as a strategic leadership group in supporting and engaging others; and
- Implement local and national learning incl. serious child safeguarding incidents

Over the next year as decisions are made on what the new arrangements look like, it will be important this is done without breaking the strengths of the current partnership working and ensuring the involvement of schools who are not mandatory partners.

Failure to deliver robust new set of arrangements would have a detrimental impact upon the Council's reputation.

3. RECOMMENDATIONS

No specific recommendations. The report is circulated to Members for their information.

4. NEXT STEPS

The final report will be circulated to ESCB members for comments and presented to the ESCB meeting on 17th September 2017 for sign off.

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ESCB annual summary 2017 -18 - At a glance

What did we do?	What did it tell us?	Next Steps
<p>Considered what the future local multi-agency safeguarding arrangements could be following the legislative changes introduced through the Children and Social Work Act 2017</p>	<p>There will be statutory changes with the abolishing of LSCBs and the introduction of new safeguarding arrangements, changes to the Serious Case Reviews and the introduction of Safeguarding Practice Reviews and the role of the National Safeguarding Practice Review Panel.</p> <p>There will also be changes around the Child Death reviews. There is an expectation that child deaths need to be reviewed over a population size that gives a sufficient number of deaths to be analysed for patterns, themes and trends of death.</p> <p>The changes offer flexibility and provide opportunities to streamline strategic boards & reduce duplication.</p>	<p>Embed statutory changes outlined in Working Together 2018</p> <p>Over the next 12 months will see the partnership agreeing and publishing new local arrangements.</p> <p>To have a sufficient number of deaths to analyse consideration will need to be given to having cross borough Child Death Overview Panels.</p>
<p>No new Serious Case Reviews were commissioned</p> <p>Published one Serious Case Review which started in the previous year</p> <p>Commissioned one local learning case review, the learning from this review will be disseminated across the partnership and included in next year's report</p>	<p>The SCR was completed in a timely manner. Learning:</p> <ul style="list-style-type: none"> • Practitioner involvement could be better in the review process • We should build on understanding the vulnerabilities of young asylum seekers • The importance of information sharing out of hours • Domestic abuse and disguised compliance 	<p>The group will focus on developing further models to disseminate and embed lessons learned.</p> <p>Monitor action plans –with the view of providing an analysis of the impact of the learning on multi-agency practice</p>
<p>The Quality Assurance Sub Committee continued to lead on and scrutinise the ESCB learning and improvement framework</p> <p>A range of multi and single agency audits were conducted over the year. Including a strategy meetings audit which identified the non-attendance of some partners to meetings. Partners were written to by the Independent Chair with a reminder of their statutory role.</p>	<p>Continuous reporting of safeguarding performance data has provided reassurance that practice standards are being met. There is recognition more data is needed from some partners to enable a fuller understanding on how the partnership are safeguarding.</p> <p>There has been a significant improvement in partner contributions to strategy meetings since communication from the Independent Chair.</p> <p>Of the audits completed they provided an understanding of strengths and areas for improvement.</p>	<p>Update the dataset to capture multiagency intelligence</p> <p>Review multi-agency early help and early intervention arrangements.</p> <p>Renew focus on increasing the number of multi-agency case audits.</p>
<p>The ESCB expanded its CSE group and established a new Vulnerable Young People Group, chaired by the Head of Community Safety</p> <p>Partners focused on understanding the issues that pose a risk to young people and how they impact on their lives - in a local context</p> <p>The group has looked at a range of issues from Radiclisation to County Lines and continued a specific focus on CSE.</p>	<p>It was identified that the complex vulnerabilities of young people frequently intersect and overlap.</p> <p>It was agreed that approaching these as separate needs is less effective than considering the complexity of a young person's needs.</p>	<p>To support the partnership in understanding how these issues intersect and how we should locally respond, there will be a focus on developing an overarching Vulnerable Young Peoples Strategy: "Protecting Young People from Exploitation and Abuse".</p>
<p>The ESCB and the ESAB progressed the merger of their respective Learning and Development subcommittees.</p> <p>Delivered a targeted multi -agency training safeguarding programme appropriate to the needs of staff across all agencies and sectors; enabling them to effectively promote the safeguarding of children.</p>	<p>There have been some challenges in the engagement of adults safeguarding, which has improved now the group is chaired by the adults safeguarding board manager.</p> <p>The financial resourcing and delivery of training are different and this year, there has been a recognition that there are many areas of opportunity to join up learning and embed a strengths-based Think Family approach.</p> <p>The agency percentage breakdown attending training has remained consistent, with participants from Education, Children Social Care, health and VCS as the highest attendees.</p>	<p>The partners will strengthen the joint multi-agency learning and development offer and ensure despite who commissions training it will be available to all areas regardless if their primary focus is children or adults.</p> <p>Recognising the different learning models there will be a focus on embedding more online and bite size learning opportunities.</p> <p>Next year there will be a focus on increasing the attendance of partners whose attendance was lower than expected.</p>
<p>2017/18 has been a busy year for the Safeguarding Board, despite changes and challenges that have at times impacted on the Board's ability to progress work, agencies across the partnership have continued to demonstrate strong commitment to the Board and its activities. The Board remains committed to a programme of scrutiny, monitoring and, quality assuring the quality of safeguarding activity across Enfield. This programme of robust analysis and challenge will continue to ensure that children and young people who are at risk of exploitation or abuse are identified and responded to speedily and effectively, as we move forward and embrace the opportunities the new statutory guidance offers.</p>		

Enfield

Safeguarding

Children Board

...because safeguarding children
is everybody's business

Annual report 2017 – 18

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DRAFT

Foreword by Independent Chair

As the Independent Chair of the 2017/18 Enfield Safeguarding Children Board I am pleased to write some introductory notes to what will be the final Annual Report of the current Safeguarding Children arrangements. The formal requirement placed on each Local Authority to coordinate and host a statutory Safeguarding Children Board began in 2006 (Children's Act 2004) and this has now been removed in new legislation approved in 2017 (Children and Social Work Act 2017). We are all now focusing on planning for the new arrangements when the Metropolitan Police, Enfield Clinical Commissioning Health Group and Enfield Local Authority all jointly share the responsibility for protecting children and young people across the Borough.

I encourage the reader to let the report speak for itself, and I wish to conclude this current phase of the existing ESCB by thanking all the various staff right across the existing partnership for their dedication, commitment, energy and focus on reducing harm to the children and young people of Enfield.

Several changes over this recent year are worth noting, we waved Goodbye to Grant Landon who had been an effective and energetic Business Manager over his three year stay in Enfield. Our very effective lay members Irene Ridley and Rick Jewell, who represented the local community in Enfield have both moved on to other activities and the Local Authority Administrative Unit was reduced in numbers when a colleague Aileen Ingram retired during Autumn 2017. Judy Dennis and Lisa Tait have between them continued to coordinate the ESCBs activities during 2017-18 and I want to Thank them for all the activities undertaken on behalf of the partnership.

Finally a sincere Thank You to all current and previous colleagues who have contributed to the formal full ESCB meetings, the active sub-groups, the various Learning Events and Training Courses, as well as other Children's Safeguarding focused activity. We have had ongoing contact with various children and young people's networks across the Borough and I Thank them for their helpful and often challenging comments, suggestions and ideas. We also extend our thanks to Cllr Ayfer Orhan and Cllr Glynis Vince, who were supportive and regularly contributed to the ESCB in 2017 / 18.

The new Multi-Agency Safeguarding Arrangements are being worked on and shaped over the next few months. Do keep an eye on the [ESCB website](#) and [Twitter](#) pages to contribute to a newly invigorated and effective children's partnership network. Safeguarding the children and young people of Enfield is a serious responsibility undertaken with pride and commitment, we need to make sure this continues and improves in the new Multi-Agency Safeguarding Arrangements.

Geraldine Gavin
Independent Chair
ESCB
August 2018.

1. Introduction

- Enfield Safeguarding Children Board has a statutory duty to prepare and publish an Annual Report which describes how our partners safeguard vulnerable children and young people.
- Our primary responsibility is to provide a way for the local agencies that have a responsibility in respect of child welfare, to agree how they will work together to safeguard and promote the welfare of children and to ensure that they do so effectively.
- The ESCB supports partners as system leaders, challenges and holds them to account. We want to create conditions to develop a learning culture driving best collaborative practice for good outcomes. Our principles are: *partnership working, family focus, a commitment to early help, and operating a learning culture.*
- **Section 2** of the report sets the context for safeguarding children and young people, by highlighting statistical information about Enfield
- **Section 3** sets out the local governance and accountability arrangements for the ESCB and structures in place to support the ESCB to do its work effectively. It also provides information on the new Safeguarding Arrangements that will be introduced in 2018/19 through the Children and Social Work Act 2017.
- **Section 4** highlights some of the changes and achievements and the progress that has been made in the last year as well as reporting on the work undertaken across the partnership
- **Section 5**, provides an overview of specific responses to safeguarding concerns, focusing on vulnerable young people and Early Help
- **Section 6** highlights the lessons the ESCB has identified through its Learning and Improvement Framework and provides an overview of the multi-agency audits undertaken, Serious Case Reviews and child death.
- **Section 7** describes the range and impact of the multi-agency learning and development training provision and describes the communication activity undertaken by the LSCB.
- Lastly, **Section 8** sets out the priorities and business plan the ESCB will take forward into 2018/19.

The Annual Report 2017/18 demonstrates the extent to which the functions of the Enfield Safeguarding Children Board, as set out in the national statutory guidance 'Working Together to Safeguard Children' (March 2015) are being effectively fulfilled.

2. Enfield Context

Local context

- The London Borough of Enfield is London's most northerly and fifth most populous borough. The overall population is currently approximately 333,00 and this is projected to rise over the coming years.
- There are currently approximately 84,200 (aged under 18) living in Enfield, making up 25% of the borough's population.
- Enfield has a relatively young population with the number of children and young people aged 0-15 representing approximately 23% of the total population (compared to a London average of 20.5%)
- Enfield is the 13th most deprived borough nationally and the 5th most deprived in London.¹
- Enfield continues to experience significant changes to its population which includes an increase in overall numbers and a continued increase in the number of children in Enfield who affected by poverty.
- There is a high level of migration into Enfield both from other parts of the United Kingdom and from other countries, particularly from Eastern Europe and Africa.

Safeguarding – Enfield in numbers in 2017/18

- The average number of contacts to Children Services per month was 1673 (4.3% reduction).
- As of the 31st March 2018 Cheviots (*part of the Joint Service for Disabled Children*) social workers had 177 open cases; there were a further 370 children with disabilities receiving a service.
- 242 children were subject to a child protection plan at the end of the year. significantly lower than the 2016/17 figures
- 347 children were Looked after (LAC) at the end of year (a lower rate, than the national average, and our statistical neighbours,
- Of the 347 LAC, 63 are UASCs, rates in Enfield remain higher than the national threshold.
- In 2017-18 there were 977 early help assessments completed.
- 136 children and young people identified as affected by children sexual exploitation (CSE), this is an increase on previous years and an indicator of increased awareness.
- 0 SCRs commissioned and 1 published on the ESCB website.
- 5 Out of Borough SCRs were contributed to by local Enfield agencies
- 726 places were taken up from the ESCB targeted training programme
- 26 child deaths were reviewed in 2017/18.

¹ Data from The Income Deprivation Affecting Children Index (IDACI) measures the proportion of all children aged 0 to 15 living in income deprived families

Signs of safety – Social Work Model

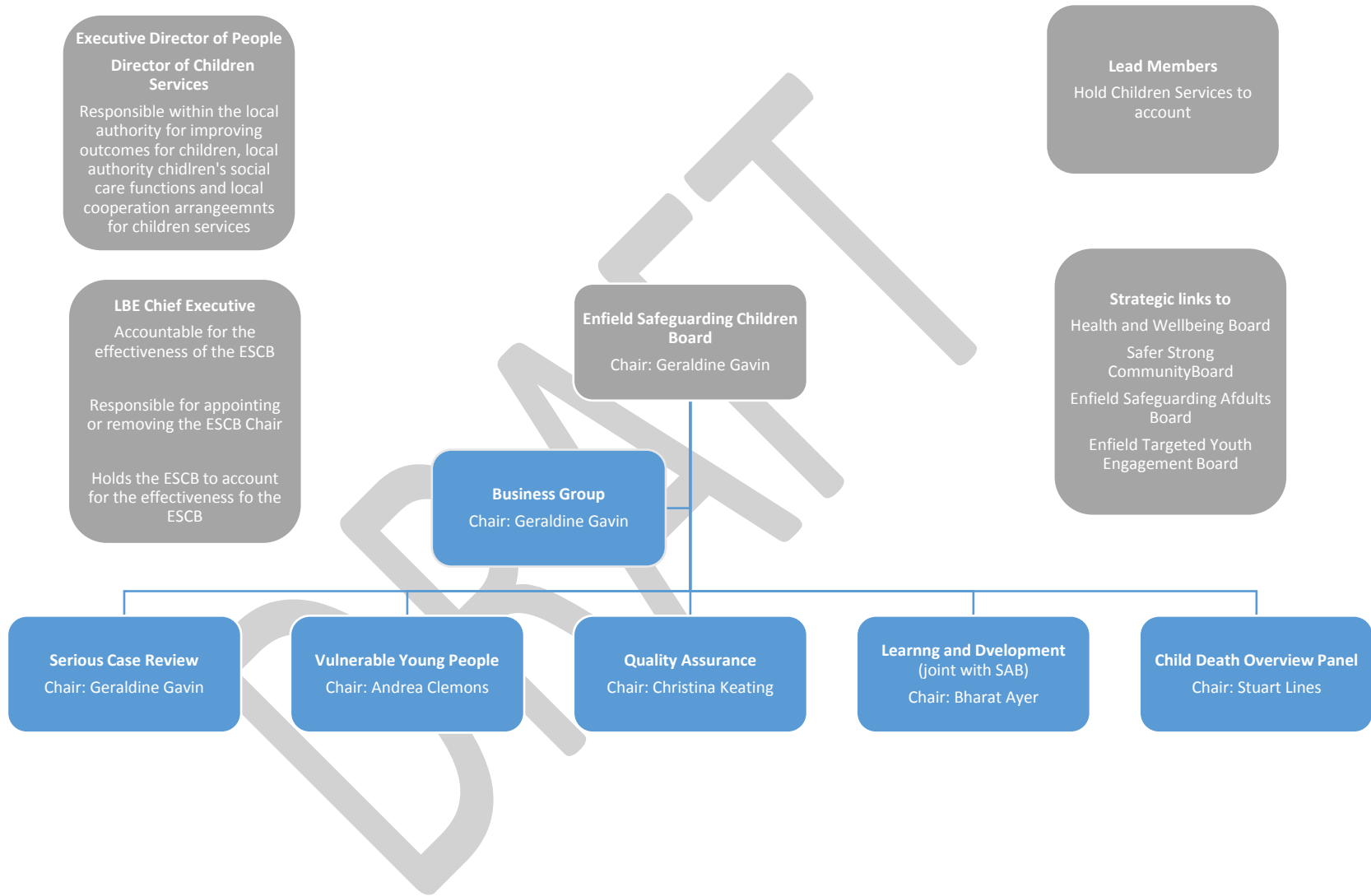
- There is increased interest nationally into 'What Works?' when working in a child and family context. Signs of Safety (SoS) is one of several practice frameworks being used in the UK by local authorities and being evaluated through the English Innovation Project (DoE).
- The SoS implementation journey started in the autumn of 2015 and since then a tremendous amount of progress has been made towards fully embedding the model within children's services and among partner agencies in Enfield.
- The Signs of Safety coordinator facilitates group learning and directly supports individual front-line staff with safety planning and multi-agency case conference.
- The Board has continued to lead on and steer the direction of the Signs of Safety across the borough.

DoE

3. About us: Governance and Structure

Partners considered what the future local multi-agency safeguarding arrangements could be following the legislative changes introduced through the Children and Social Work Act 2017

- Each local area is required by Law to have a Local Safeguarding Children Board. The LSCB is a statutory body established in legislation (Children Act 2004) and works according to national guidance 'Working Together to Safeguard Children 2015'.
 - ESCB is made up of statutory and voluntary partners. These include representatives from Health, Education, Children's Services, Police, Probation, Children and Family Court Advisory and Support Service (CAFCASS), Youth Offending, the Community & Voluntary Sector as well as two very active Lay Members, who meet four times a year.
 - Our main role is to coordinate what is done locally to protect and promote the welfare of children and young people in Enfield and to monitor the effectiveness of those arrangements to ensure better outcomes for children and young people. The effectiveness of ESCB relies upon its ability to champion the safeguarding agenda through exercising an independent voice.
 - Safeguarding children is everybody's responsibility. Our purpose is to make sure that all children and young people in the borough are protected from abuse and neglect. Children can only be safeguarded from harm if agencies work well together, follow procedures and guidance based on best practice and are well informed and trained.
- LSCB functions**
- Developing policies and procedures for safeguarding and promoting the welfare of children in the area of the authority, including policies and procedures in relation to:
 - The action to be taken where there are concerns about a child's safety or welfare, including thresholds for intervention;
 - Training of persons who work with children or in services affecting the safety and welfare of children;
 - Recruitment and supervision of persons who work with children;
 - Investigation of allegations concerning persons who work with children;
 - Safety and welfare of children who are privately fostered;
 - Cooperation with neighbouring children's services authorities and their Board partners;
 - Communicating and raising awareness
 - Monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children and advising them on ways to improve;
 - Participating in the planning of services for children in the area of the authority
 - Undertaking reviews of serious cases and advising the authority and their Board partners on lessons to be learned.
 - Undertake functions related to child death
 - The functions of the ESCB are progressed by the Boards 5 Sub Committees. More information can be found ([link to website](#))



Scrutiny and Challenge

- Geraldine Gavin has been the Independent Chair of the ESCB since 2010, she is tasked with leading the Board and ensuring it fulfils its statutory objectives.
- The Board demonstrates a culture of positive challenge and scrutiny which is evidenced in the Board and Subcommittee minutes. The Chair is accountable to the Chief Executive of the London Borough of Enfield and meets regularly. The Chair also regularly meets the Executive Director of People and the Director of Children Services.
- It is important to remember that the ESCB does not commission or deliver direct frontline services. Whilst the board does have not have the power to direct other organisations it does the power to influence and hold agencies to account for their role in safeguarding.

ESCB financial arrangements

- All LSCB member organisations have an obligation to provide LSCBs with reliable resources (including finance) that enable the LSCB to be well organised and effective. Resources include staff time and additional support such as attending Board meetings, co-chairing the subgroups which support the work of the Board, and contributing to Serious Case Reviews.
- In 2017/18 the Board had a budget of £173,375.00, which was made up of contributions from our partners. Approximately 53% of the total budget was contributed by the London Borough of Enfield with the CCG as the next highest contributor.
- Staffing costs were lower than originally projected. This was due to a reduction in ESCB support team following the departures of the CDOP coordinator post and the Service Manager for Practice and Partnership.

The Children and Social Work Act 2017

- Following the Wood Review and the Children and Social Work Bill in 2016, new safeguarding arrangements were passed into law through the Children and Social Work Act 2017.
- Provisions within the Children and Social Work Act 2017 will replace Local Safeguarding Children Boards (LSCBs) with new local safeguarding arrangements, led by three Safeguarding Partners and supported by relevant agencies. It also places a duty on new Child Death Review partners to review the deaths of children normally resident in the local area.
- In October 2017 the Department of Education (DfE) consulted on the draft 'Working Together to Safeguard Children 2018' guidance which lays down in much more detail the new safeguarding arrangements. The final version was published on 4th July 21018.
- Alongside the 'Working Together' the DfE has released statutory guidance on transitional arrangements.
- This document for Local Authorities, Police, Health and LSCBs provides guidance on the arrangements that should operate as part of the transition from LSCB's to Safeguarding Partners and Child Death Review Partners.
- **Safeguarding Partners** are identified as:
 - Local Authorities
 - Chief Officers of Police
 - Clinical Commissioning Groups
- **Child Death Review Partners** are identified as:
 - Local Authorities
 - Clinical Commissions Groups

- Safeguarding Partners will identify the relevant agencies required to support local safeguarding arrangements and will include agencies that are currently members of the LSCB.
 - The guidance also describes the transitional arrangements which should be followed during the transition from the system of Serious Case Reviews to the new national and local review arrangements.
 - Following publication Safeguarding Partners have up to twelve months to agree safeguarding arrangements. These arrangements must be subject to independent scrutiny. Enfield Safeguarding Children Board response has been to ensure that business is conducted as usual; that partners continue to come together regularly to discuss local challenges and how best to respond to them and that Training and Learning, including the dissemination of key points from local and national Serious Case Reviews, continues to be prioritised and undertaken effectively. We will continue to carry out all of our statutory functions, until the point at which safeguarding partner arrangements begin to operate.
- Relationship with other boards**
- The ESCB works has a relationship with other strategic boards. Each board has a specific focus:
 - **Health and Wellbeing Board (HWB)** - The HWB assumed its full statutory powers in April 2013 and Geraldine, our chair is a participant observer, increasing the influence of the Board by strengthening the relationship with this key strategic group. Clearer lines of accountability are in place and ESCB report regularly to the HWB and continue to make sure key safeguarding issues are addressed.
 - **Safeguarding Adults Board (SAB)**- The ESCB Chair is a participant observer on the Safeguarding Adult Board and meets regularly with that board's Chair, Christabel Shawcross to ensure there is dialogue and mutual understanding of priorities and initiatives. Last year the Learning & Development subcommittees of the two boards merged to improve and enhance the training programmes of both boards and to co-commission and co-deliver training where relevant.
 - There are also strong links with Enfield's Safer and Stronger Communities Board (SSCB) and Targeted Youth Engagement Board (ETYEB)
 - There will be statutory changes with the abolishing of LSCBs and the introduction of new safeguarding arrangements, changes to the Serious Case Reviews and the introduction of Safeguarding Practice Reviews and the role of the National Safeguarding Practice Review Panel.
 - There will also be changes around the Child Death reviews and there is an expectation that the number of death reviews increase. Therefore, indicating a need to consider cross border Child Death panels.
 - The changes offer flexibility and provide opportunities to streamline strategic boards & reduce duplication. The ESCB will:
 - Continue to engage and challenge these partnerships where appropriate to safeguard and promote the welfare of children in Enfield.
 - Embed statutory changes outlined in [Working Together 2018](#)
 - Over the next 12 months will see the partnership agreeing and publishing new local arrangements.

4. Changes and Achievements

- **CSE Awareness Campaign & 'Chelsea's Choice'** In June and July 2017, 40 performances of Chelsea's Choice, a powerful and thought-provoking play, focusing on the challenges and dilemmas many young people face was commissioned. The play was performed in almost all of our secondary schools and also to a range of professionals including elected members. Also presented to CCG safeguarding conference to 150 health practitioners in July 2017. It was very well received with much positive feedback from schools where the play prompted a great deal of discussion and learning opportunities. **Impact:** Helps young people gain a better understanding of the devastating impact that sexual exploitation can have on a young person's life and to provide them with some skills and knowledge to be able to protect themselves from this form of abuse.
- **The Missing from Home, Care, Education and / or Health protocol** was developed in August 2016 and updated in May 2017. All agencies working with children who are missing from home, care, education or health will implement this protocol and ensure their staff are aware of it. The protocol is designed to ensure accurate data recording and information sharing which supports local working arrangements between the relevant agencies involved in developing this. For the first time our Missing Protocol covers guidance on what to do when working with children who go missing from Education and Health as well as from Home and Care. **Impact:** The purpose of the protocol is to assist practitioners across all agencies to develop a robust response to children and young people who are missing. This includes preventing the child suffering harm and if necessary, recovering them to a place of safety as soon as possible
- **Domestic abuse** – new Violence Against Women and Girls (VAWG) Strategy, published in July 2017, which has been produced for the multi-agency partnership (see attached). This sets out clear objectives to continue to develop practice and knowledge on domestic abuse for practitioners and people who live, work and study in Enfield.
- **Police**
 - **Child Abuse Investigation Team (CAIT)** referrals desk relocated to sit within the Single Point of Entry.
 - The planned restructure of the 32 borough police services to 12, will see Haringey & Enfield being brought together.
- **North Middlesex Hospital**
 - **Safer Sleeping Week 13th-17th March** - NMUH held a one-week event in line with the Lullaby Trust's campaign to raise awareness around safer sleeping. This included teaching for midwifery staff and others and a stall in the foyer to involve the public
- **Enfield CYPS**
 - In 2017, as part of World Mental Health Day, ECYPS held a 2 day "Mind Kind" event with local schools, over 400 young people attended, and the event was oversubscribed with a further 500 wanting to attend. The workshop included giving teachers and young people the tools to look after their mental wellbeing.

5. Safeguarding in different contexts

Partners focused on understanding the issues that pose a risk to young people and how they impact on their lives - in a local context

Preventing radicalisation and extremism

- Responsibility for the Prevent agenda in Enfield sits within the Community Safety Unit (CSU). There is a strong focus on safeguarding individuals from supporting or becoming involved in terrorism.
- There is a structured programme of support to schools and other organisations to offer support to those who are deemed to be at risk.
- A key element of Prevent is the Channel programme, which receives concerns about vulnerable individuals and the needs are assessed along with any risks that the police may highlight suggesting terrorism or radicalisation concerns.
- Recent Home Office figures showed that nationally around 63% of individuals discussed at a Channel panel were aged under 20 years, similarly in Enfield we find that a higher proportion of referrals are about young people.
- The past year has been a very active and innovative period for Prevent in Enfield. There were significant changes in the way the **threat from terrorism to the nation has evolved over the year.**

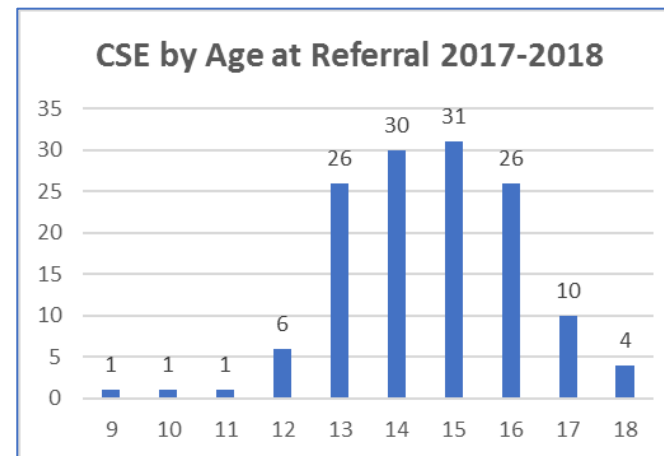
- At the beginning of the year, the focus was working to reduce the influence of radicalisers and mitigate the risk of vulnerable people travelling to areas of conflict. By the end of the year the focus moved away from stopping people travelling to conflict areas to working on a programme where the country is starting to receive returnees from these conflict areas and how do we support their needs.
- By the end of 2017 Prevent training had been successfully delivered to over 70% of secondary schools and nearly 65% of Primary schools. To strengthen the local, Prevent programme two extra staff were recruited funded by a grant from the Home Office.
- In 2017 an anti-radicalisation workshop was piloted for year 6 students at the age they will be preparing to move over to secondary school.

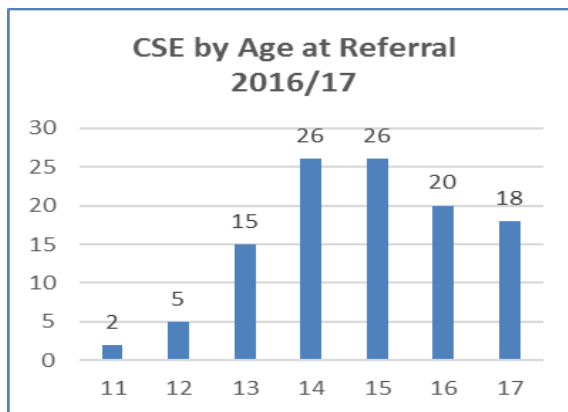
“A very engaging presentation that helped the children build on their knowledge of this subject. It also improved their understanding of influential peacemakers - Ghandi, King, Parkes etc.” - Primary School Teacher.

Child Sexual Exploitation

- Child Sexual Exploitation is a form of Child Abuse and causes children and young people serious harm. The Enfield [CSE operating protocol](#) has been developed by the Enfield Safeguarding Children Board (ESCB) to assist practitioners from all agencies to make decisions and to access timely support when working with children and young people who are at risk of, or known to be experiencing Child Sexual Exploitation (CSE). There are several key documents designed to support practitioners working with CSE which should be referred to. These documents along with a range of supporting tools and documents can be found on the ESCB website on the [CSE webpage](#).
- A key aspect of Enfield's approach to tackling CSE is our multi-agency **Child Sexual Exploitation Prevention (CSEP) Team** which was established in July 2015. The multi-agency team was initially part of the Youth and Family Support Service (YFSS) and was moved into Children's Social Care 2017. The team is made up of Social Workers, Police officers, specialist workers from Safer London, youth workers and a CSE coordinator.
- The team have recently commissioned an organisation to support young women to exit gang culture.
- The MASE and CSEP team cross reference data regularly. Annually the CSEP team collate an annual profile to build up the picture to aide understanding and as far as possible the scope and nature of child sexual exploitation (CSE) in Enfield, with a view to informing the strategic and multi-agency efforts to tackle CSE and other associated vulnerabilities affecting the young people in the Borough

- During the year **136** young people were identified as either experiencing or being at significant risk of CSE. This figure is higher than the last full year analysis where **112** young people were identified in 2016-17.
- There is a larger span of referrals by age in comparison with 2016 - 2017. All children on the list were aged between 9 and 18 years at point of referral. The most common ages for referral are 14 and 15, with 83% of children being aged between 13 and 16 years at the time they were referred which is a slight increase to 78% in 2016-2017, although there has been a decline in referrals for 17 and 18-year olds.





- Of the 136, the majority are female, there was a decrease in the number and percentage of boys identified. There were 99 girls (88%) and 13 boys (12%). We know that nationally there is an under reporting of boys who are victims of CSE.
- As in 2016-17 the largest identified ethnic group is White (48% similar to 45% in 2016/17.). This includes those identified as “All other White”. Further significant cohorts are identified Black (31% of cohort in total).
- Lower numbers of Asian, Indian and Turkish children on the list highlights a potential area of under reporting. This issue was also identified in 2016-17.
- 108 of the 136 children (79%) are reported as living at home with parents or relatives.
- Very few are missing education (11 are NEET).

- The majority live in 4 post codes where there is known gang activity however very few are known to the gang partnership as affiliated with gangs.
- Since March 2018, the names of the young people known to the CSEP team are checked with those who are believed to be involved in County Lines this will be reported on next year.

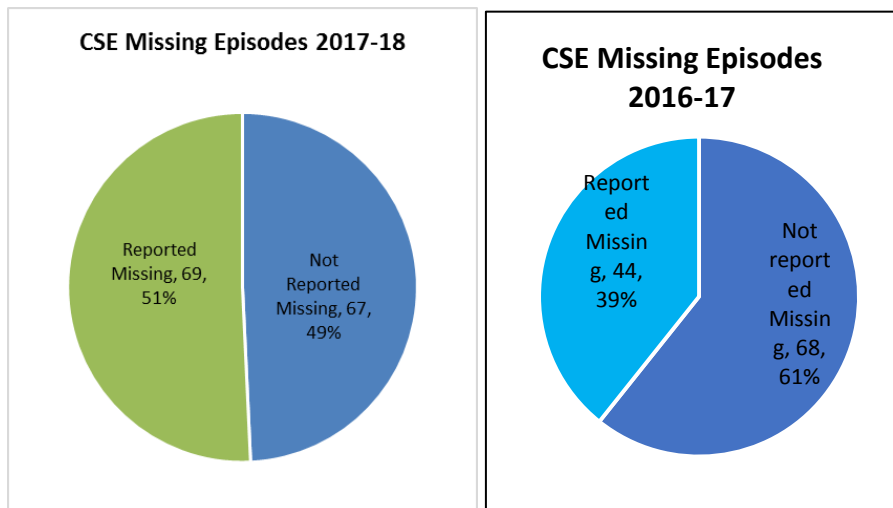
Multi-Agency Sexual Exploitation (MASE) group

- The MASE is a strategic multi-agency meeting comprising of a variety of senior staff from across the LSCB partnership and has been in operation since 2013. The meetings are police led and are co-chaired by the Detective Inspector responsible for Public Protection and Service manager for Practice and Partnerships.
- The MASE meets monthly, recent developments in MASE include a stronger shift in focus toward a more strategic approach in line with London-wide policy. The meeting considers children who are identified as “high risk” and shares information to identify themes, locations, trends, cross border issues with discussion about high risk individual cases and perpetrators in order to inform disruption activity. As of April 2018, this group will include those young people involved in County lines²
- **49 young people were discussed at the MASE meeting.** In comparison, 36 young people were discussed at MASE meetings in 2016-17. This is a slight increase in the number of cases being presented to MASE from 32% to 36%.

² **County Lines** is the term used to describe the approach taken by gangs originating from large urban areas, who travel to locations elsewhere such as county or coastal towns to sell class A drugs. Gangs typically recruit and exploit children and vulnerable young people to courier drugs and cash through deception, intimidation, violence, debt bondage and/or grooming. Typically, users ask for drugs via a mobile phone line used by the gang. Couriers travel between the gang’s urban base and the county or coastal locations on a regular basis to collect cash and deliver drugs. Young men and women may be at risk of sexual exploitation in these groups.

Missing

- The correlation between missing from home and care and CSE remains significant (over 50% of the cohort). There will be new arrangements for debriefing young people who return home from 1st October 2018 which will strengthen the quality of the debriefing interviews and ensure the push/pull factors are understood and risks addressed within care planning.
- The graphs demonstrate the proportion of children on the CSE list who are known to have been reported missing on at least one occasion.



- The **Missing Children Risk Management Group (MCRMG)** was established in July 2015. The group is made up of representatives from all relevant agencies to enable and promote an enhanced service to ensure children and young people, who are or have a history of going missing from home, local authority care or education, are identified, safeguarded and supported.
- Whilst not an ESCB subcommittee the work of this multi-agency group There are strong links between related groups including the Multi-Agency Sexual Exploitation (MASE) group, the Gangs Partnership Group and a newly established County Lines group which sits within the Youth Offending Unit (YOU).
- This group has been instrumental in facilitating a positive partnership with other agencies; mainly due to the capacity for open forum discussions with multiple agencies with safeguarding responsibilities.
- One of the most successful outcomes had been the improved partnership with colleagues from the Police and the ability to have police checks conducted on CME and missing cases discussed as part of MCRMG.
- **ECPAT** in 2017–2018, work began with the national charity ECPAT on their innovative Partnership Against Child Trafficking (PACT project). The project offered a thorough case file audit of cases where there have been concerns primarily around child trafficking. The **audit identified good practice particularly in relation to CSE and missing** and areas for development in relation to understanding risks and links between trafficking and County Lines.

- Enfield was the 4th London borough for victims of Serious Youth Violence, **Gang, Serious Youth Violence and exploitation** is a complex multi-faceted problem and there are no simple answers, professionals and the community need to work together to deliver a holistic response that deals with the issue and its causes and this is why partnership and community involvement is a key aspect to respond to these issues.
- The Local Children’s Safeguarding Board, The Safer Strong Communities Board, the Health and Well Being Board and the Enfield Targeted Youth Engagement Board all work together and ensure that Serious Youth Violence and our response are all a key area of focus.
- An **Elected Member’s task group** was established in June 2015 focussing on CSE, in December 2017 the Council agreed to changing the scope to closely reflect the VYP sub-committee of the ESCB. The members task group meets four times a year offering strong leadership, oversight and scrutiny for the work undertaken to tackle exploitation and other associated vulnerabilities across the borough. The Cabinet member for Children’s Services is invited to all meetings.
- Given the progress made on tackling CSE in Enfield and given the growing understanding nationally and locally of the complex, often intertwined issues that young people face and how they can impact on young person’s life it was proposed and agreed in 2017 that the good work is built upon and expanded as part of a new **Vulnerable Young People** group. The new group includes a focus on:
 - CSE
 - Criminal exploitation and County lines
 - Gang activity in relation to young people
 - A sharpened focus on Trafficking and Modern Slavery
 - Radicalisation and the Prevent agenda
 - Children & Young People involved in or at risk of Harmful Practices (including Female Genital Mutilation, Forced Marriage and Honour Based Abuse)
 - Young people who are in abusive relationships, at risk of or experiencing Domestic Abuse.
- There is already significant work addressing these issues being undertaken in the borough. The new Vulnerable Young People (VYP) subcommittee does not attempt to replace or replicate the work of these groups but links closely with them to ensure that there is robust communication and closely allied work programmes. We will:
- To support the partnership in understanding how these issues intersect and how we should locally respond, there will be a focus on developing an overarching Vulnerable Young Peoples Strategy: “Protecting Young People from Exploitation and Abuse”.

Female Genital Mutilation

- Female Genital Mutilation (FGM) is a form of child abuse and violence against women and girls (VAWG).
- Enfield VAWG strategy focuses on safeguarding and states that FGM is a crime under the Anti-Social Behaviour, Crime and Policing Act 2014
- A needs assessment in 2014 estimated that more than 2,800 women and girls were at risk in Enfield. This is likely to have been an overestimate. The Iris clinic opened in August 2015 at North Mid. Only one case of an Enfield girl has been reported to Ofsted. There has been no prosecution.
- The Enfield Safeguarding Children Board established a multidisciplinary group in 2014 in response to an increasing understanding of FGM and the need for a more coordinated approach to tackling it and providing support. The key actions from this were to continue working with local communities to raise awareness of the issue and of the local services available. There is also an ongoing programme of training for social workers and health professionals that includes advice on the types of FGM, data on countries that practice FGM and local implications, health issues related to FGM, cultural and religious reasons behind the practice, legislation on FGM and support services. In recognition of the mental and physical impact FGM has on health Enfield Health & Wellbeing Board now oversees work in this area.

Early Help

- The board has closely monitored the development of the Enfield Family Resilience Strategy which is the basis for the local response to Early Help. The new model will be based on a Hub system. There will be one Children's Centre Hub, with a number of satellite sites across the borough. The 3 agencies forming the Family hub at inception will be Children's centres, Change & Challenge (developed as Enfield's response to the Government's Troubled Families programme) and Parent Support Unit.
- In 2017-18 there were **977** early help assessments completed the outcome of which was:
 - **470** families supported with a range of interventions.
 - **164** families were stepped down from early help targeted services and received ongoing support from universal or community services.
 - **278** families continue to receive low level early help support.
 - **46** cases stepped up to social care.
 - **8** families moved out of the borough.
 - **11** families did not want to engage with early help support services.
- Board members have offered scrutiny, challenge and direction as the strategy has developed. The ethos of the strategy is that we want all our children to be safe, confident and happy, with opportunities to achieve through learning and reach their full potential as they become adults.

6. Learning and improvement

Published one Serious Case Review which started in the previous year

Commissioned one local learning case review

Performance data headlines

- The ESCB continually monitors the quality, timeliness and effectiveness of multi-agency practice through the multi-agency dataset. Where gaps are identified, implications for the LSCB are considered and any agreed actions are monitored.
- Referrals to Children Social Care have fallen 4110, from 4154 (16/17)
- In April 2017, the SPOE was restructured, social workers were replaced with managers. This has directly contributed to the reduction in SPOE contacts, partners contacting the SPOE for case discussions are speaking directly to managers helping them to decide the appropriate pathway for cases.
- In 2017/18 there was a drop in the timeliness of assessments (just over **61%** of Child and Family Assessments had been authorised within 45 days). During this time there was increased staff turnover and caseloads were high
- The number of Social Care referrals to CAMHS is up. Self-harm referrals (0-13yrs) are recorded differently. SAFE get the 13+ year-old referrals. Significant changes have taken place in CAMHS, which is now divided into generic CAMHS, SAFE (Service for Adolescents and Families in Enfield) and SCAN (learning difficulties).

Multi-agency audits

- Monitored partners compliance to section 11 audit. The Section 11 audit process included responses from a range of agencies and challenge interviews have taken place with most agencies. A Section 11 action plan is monitored through the QA subcommittee.
- A strategy meetings audit identified the non-attendance of some partners to meetings. Partners were written to by the Independent Chair with a reminder of their statutory role. There has been significant improvement in the partner contribution to meetings since communication from the Independent Chair.

Single agency audits

- **Single agency audits** were monitored by the Quality Assurance group including:
 - **North Middlesex University Hospital** domestic abuse audit (maternity). Audit findings: All women are screened at booking and again during pregnancy for domestic abuse. *Challenge*: There is sometimes difficulty in getting immediate support for a woman who presents at the hospital and discloses domestic abuse. Findings were shared with the Domestic Violence Strategy Group.
 - **Children Centres** case file audit. Audit findings: Children's centres currently use paper-based files, which can hinder sharing of information. The plan is to move to shared access of the Early Help module; the same system used by Education. There will be quarterly monitoring, with an ability to readily track children's history and progress.

Serious Case Reviews

- Serious Case Reviews are published on the ESCB website. This year the Board published 1 Serious Case Reviews in October 2017. Outcomes and findings feed into all structures to promote a culture of **continuous learning and improvement** across the partner agencies of the LSCB.
- Child YT: A tragic case of a 17-year-old who took his own life just hours after arriving in this country in the summer of 2016. The report can be found [here](#). Key themes: Vulnerability of young asylum seekers, Availability of interpretation services for foster carers, Information sharing with foster carers out of hours
- One local learning review was started in 2017- 18 focusing on a baby who sustained injuries whilst in care of parent and concerns around domestic abuse and disguised compliance.
- The LSCB continues to implement the recommendations from Serious Case Reviews. Action plans are monitored by the SCR sub committee and **reviewed by the LSCB Board**. Learning is shared following serious Case Reviews publication to contribute to the professional development of staff and improve their understanding of local safeguarding concerns and themes.

For more information on Serious Case Reviews [here](#)

Domestic Homicide Reviews

- A domestic homicide Review learning event was held in January 2018 for adults 'and children services.
- Continuous reporting of safeguarding performance data has provided reassurance that practice standards are being met. There is recognition more data is needed from some partners to enable a fuller understanding on how the partnership are safeguarding.
- A range of multi and single agency audits were conducted over the year, of the audits completed they provided an understanding of strengths and areas for improvement.
- Local and serious case reviews have been completed in a timely manner and action plans monitored.
- Partners will strengthen the learning and improvement framework by:
 - Update the dataset to capture multiagency intelligence
 - Review multi-agency early help and early intervention arrangements.
 - Renew focus on increasing the number of multi-agency case audits.
 - Focusing on developing further models to disseminate and embed lessons learned.
 - Monitor action plans –with the view of providing an analysis of the impact of the learning on multi-agency practice.

Child Death

- The Child Death Overview Panel share their key learning from child deaths. They monitor and challenge agencies for the completion of recommended identified actions and publish a separate annual report.
- Between April 2017 and March 2018 CDOP received notifications 22 child deaths (death of a person under 18 years of age)
- 26 children were reviewed in 2017/18, of the 26 cases, 14 cases were from previous year 2016/17.
- Modifiable factors were found in 4 cases. Recommendations were made in 4 cases.
- The number of deaths reported over the last 3 years has been fairly stable
- Of the 26 cases reviewed 14 were of males, 12 of females. 14 deaths were unexpected, 11 cases were referred to the coroner, 7 post-mortems were undertaken, 3 inquests held.
- 13 cases were of 'white' ethnicity' (50%), 6 'Black African, Caribbean or Black British' (24%), 2 of 'Asian' (8%) and 3 'not known' (12%)³.
- Only seven children were living in the parental home at the time of death.
- **Learning Disabilities Mortality Review Programme (LeDeR)** is a 3-year project led by NHS Improvement and the University of Bristol. All deaths of people with learning disabilities from age 4+ should be reviewed. 2 deaths have been reported to LeDer in 2017/18.
- **eCDOP** came into use with one-year funding from NHS England.
- There will also be changes around the Child Death reviews next year. There is an expectation that child death need to be reviews over a population size that gives sufficient number of deaths to be analysed for patterns, themes and trends of death. This suggests there will be a need to consider cross border Child Death panels
- Find out more information about Child Death Reviews [here](#).

³ Population data between censuses are always projections and therefore subject to error but this compares to the general population in which approximately 40% of the population is 'white' and 17% Black African, Black Caribbean or Black other. Again, caution should be used in the interpretation of this data as numbers are small

Inspections

In April 2017 Enfield Children Services volunteered to take part in a pilot inspection for Ofsted's new Inspection of Local Authority Children's Services (ILACS) framework. The overall effectiveness was rated Good. The inspection findings in relation to early help found that services are not yet as developed and joined up as they might be which has had the effect of increasing demand on children's social care. The full report can be found [here](#).

During the year BEHMHT- CQC Review of Mental Health services for children and young people -General findings were that there was strong partnership working, and any gaps were already identified by the service. How Early Help can be managed is a national concern; there are also national issues around limited bed spaces for specialist inpatient care

Allegations against staff or volunteers

- The role of the Local Authority Designated Officer (LADO) is set out in the "Working Together to Safeguard Children" guidance. In Enfield, the role of the LADO is undertaken by the Head of Safeguarding and Quality Service (SQS) who has responsibility for overseeing investigations, alerting senior council officers to allegations of a serious nature and making referrals to the Disclosure and Baring Service.
- In addition to leading on investigations, the service offer advice and guidance when there may be concerns about a person's conduct and when the threshold for a formal investigation has not been met.
- During the year there was a total of 62 allegations which met the threshold for formal LADO involvement was 62.
- 22 (approximately 35%) of the allegations were substantiated
- In addition to the 62 allegations, there have been approximately 80 consultations with the LADO, where the threshold for formal LADO intervention had not been met.
- The number of allegations has increased by just under 25% this year and the number of substantiated ones has also increased significantly. These figures would suggest that the LADO intervention has been appropriate and measured.
- You can read more information about the work of the LADO and related data in the Annual LADO report on the ESCB website.

7. Training, Learning and Development

The ESCB and the ESAB progressed the merger of their respective Learning and Development subcommittees.

- ESCB offered 10 different topics in 2017/18. The training programme this year has had a strong focus on training and awareness-raising in relation to **Child sexual exploitation (CSE)**. A grant of £15,570 from The Enfield Strategic Partnership Fund was used to offer all Enfield secondary schools a hard-hitting theatre production **Chelsea's choice**. This was successful in raising awareness of CSE amongst 11 to 16-year olds.
- **Continued** to work with Safer London Foundation to provide training and awareness raising in relation to CSE. The ESCB has continued to deliver targeted training sessions for specific professionals. Professionals benefiting from this training include, Social Workers, Police officers, and Community Safety unit staff, Pupil Referral Unit staff and Health Visitors and School Nurses.
- There was a continued focus on embedding **Signs of Safety** via workshops for all Enfield and multi-agency staff.
- A **County Lines** workshop was held in August 2017 where 135 professionals across Enfield attended. The session was delivered by Police colleagues from Met Police as well as officers here in Enfield. The focus was to raising awareness and a better understanding of the issue of County Lines.
- **Modern Slavery and Human Trafficking. Every Child protected against Trafficking (ECPAT)** provided 3 days of training at Enfield to explore in depth the subject of modern slavery, child trafficking and exploitation and how children missing is inter linked
- A total of **726 places** were taken up from the ESCB targeted training programme, which included a full training programme for designated leads in school.
- This year's course was targeted to focus on areas of practice prioritised by the Board with learning from local and national case reviews being fully integrated into the training material
- There has been very good engagement from the Education sector this year with 105 people attending events. This is, to some extent explained by the large number of Signs of Safety and a new course Single Point of Entry which aimed to increase practitioners understanding on what happens when they make their referrals.
- There has also been very strong attendance from Children's Social Care, which is a positive step. Consistently, feedback from courses is positive about the multi-agency nature of ESCB courses and the input and attendance of social care staff is particularly valued
- Attendance from Probation colleagues and Police has fallen, which is probably reflective of the various changes that have taken place in that sector this year.

- An important focus has been strengthening the ESCB Learning & Development sub-committee which is now joint with the Safeguarding Adults Board (SAB) equivalent committee. This was in response to recognition by both boards that there is overlap in the training needs of both workforces and the importance of thinking of the family as whole.

The course was concise, effective and delivered the updated training that we needed to keep abreast of changes to online safety.– Youth offending worker - Child Exploitation Online Protection (CEOP) – online safety

The course was well presented with lots of useful information. The trainer was very knowledgeable and offered good advice. – Primary School Teacher - Child to Parent Abuse

Evaluation and Impact

- Attendees at all learning events are sent a link to an online course evaluation which they are asked to complete as soon as possible. Certificates of attendance are only issued on completion of the evaluation. Completion rates are improving but further work is still required to maximise the value of the evaluations.
- In addition to answering questions about their overall perception of the course attendees are asked whether they think the course will be effective in improving their practice.
- This data provides extremely helpful information both about the relevance and quality of the course itself and about the skills and knowledge of trainers we commission.
- The effectiveness of ESCB training is also monitored through the quality assurance committee. Findings are used to inform ongoing training and development

- All courses delivered this year have been evaluated positively.
 - All evaluation reports are sent to Training providers and all are analysed by the Training and Development Group.
 - A breakdown of attendance and evaluation of all courses can be found in the ESCB Learning and Development Annual report 2017/18
 - For more information of training click [here](#)
 - There have been some challenges in the engagement of adults safeguarding, which has improved now the group is chaired by the adults safeguarding board manager
 - The financial resourcing and delivery of training are different and this year, there has been an acknowledgement of the differences, but a recognition that there are many areas of opportunity to join up learning and embed a Think Family approach
 - The agency percentage breakdown attending training attendance has remained consistent, with Education, Children Social Care, health and VCS.
- The partners will:
- Strengthen the joint multi-agency learning and development offer and ensure despite who commissions training it will be available to all areas regardless if their primary focus is children or adults
 - Recognising the different learning models there will be a focus on embedding more online and bite size learning opportunities.
 - Next year there will be a focus on increasing the attendance of partners whose attendance was lower than expected.

Communication

- We continued to raise the profile of ESCB by developing and maintaining the ESCB website, getting articles into the local press, and developing our social media presence of both Twitter and Facebook
 - 923 ESCB twitter followers, 173 tweets viewed 60,622 times and retweeted 173 times
 - 5459 users visited the ESCB website in 2017/18 with over 21,000 pages views. Most popular pages excluding home page: a) SPOE, Contact Us and Learning and Development
-

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8. Priorities and challenges for next year and beyond

Priority 1: The Local Safeguarding Context		
What the ESCB want to achieve:	What we will do:	How will we know:
Children and Young people are safe from harm, inside the home, outside the home and online	Work with partners to identify and respond to Enfield’s local safeguarding priorities: <ul style="list-style-type: none"> Vulnerable Children and Young People: those affected or at risk of <i>CSE, Radicalisation, Neglect, violence and gang activity, mental health, Trafficking and Modern Slavery, Harmful Practices (including Female Genital Mutilation, Forced Marriage and Honour Based Abuse, Domestic abuse and violence</i> 	We will know our local profile of the children and young people who are at risk of harm or exploitation, and will use this information to inform strategies, commissioning and practice.
	Create a multi-agency dataset that reflects activity across the partners, focused on continuous improvement of child protection and identifying themes for further activity.	We will know the local responses across the partnerships in response to the identification of risk of harm or exploitation of children and young people
	Capture the voices of children and young people so they exert ongoing influence on the partnership’s effectiveness	We will be able to demonstrate the voice of children and young people has been sought and captured and evidence where their voices have influenced the partnership.
Priority 2: Early Help & Early Intervention		
What the ESCB want to achieve	What we will do:	How will we know:
Children and young people have access to the right help, the right service at the right time and in the right place	We will agree and publish a revised Threshold of Needs document which sets out the local criteria for action in a way that is transparent, accessible and easily understood.	We will be able to evidence that staff report they have an increased awareness and understanding and are confident to apply locally agreed thresholds.
	Monitor the effectiveness of the Front door arrangements and ensure the partnership have an agreed understanding and approach to MASH	Early, targeted support is available for children, adults and families who need it.
	Monitor the accessibility and impact of the early help offer being provided to children and families.	We will have evidence that Children, young people and parents/carers views were sought and that they were made aware of where to

		go to access support and when that support has made a difference.
Priority 3: Strong Leadership & Strong Partnership		
What the ESCB want to achieve	What we will do:	How will we know:
Effective partnership working and accountability to improve safeguarding outcomes for children, young people and their families	Continue to strengthen the link and governance arrangements between the ESCB and other key strategic forums and work happening locally to support children and families	We will have a governance protocol setting out the unique identities, roles, focus areas and interrelationship of the strategic partnerships
	Ensure the ESCB continues to carry out all its statutory functions until such time the new arrangements begin to operate in Enfield ⁴ . Maintaining the strengths and ownership of safeguarding across the partnership during the transition to the new arrangements	We will publish the local arrangements and notify the Secretary of State for Education
	Maintaining and, if necessary, recruiting additional lay members from the community into the partnership to continue the excellent dialogue, scrutiny and involvement from recent years.	
Priority 4: a healthy workforce		
What the ESCB want to achieve	What we will do:	How will we know:
Reassurance that agencies have in place effective arrangements to support their staff to continue delivering high quality and safe practice considering current public funding reductions.	Seek reassurance that management oversight is robust and front-line staff have access to reflective supervision	We will understand agencies capacity to maintain safeguarding arrangements

⁴ Safeguarding partners have **up to 12 months**, from 29 June 2018, to agree their local arrangements and which relevant agencies they consider appropriate should work with them to safeguard and promote the welfare of children in their area

Appendix: 1

Membership list 2017/18

INDEPENDENT CHAIR	GERALDINE	GAVIN	
ESCB TEAM	Grant	Landon	Service Manager, Practice and Partnership (left December 2017)
	Judy	Dennis	Board Coordinator
	Lisa	Tait	Training coordinator
	Aileen	Ingram	CDOP coordinator (left July 2017)
PARTICIPANT OBSERVERS	Ayfer	Orhan	Lead Member for children, London Borough of Enfield
	Glynis	Vince	Shadow Lead Member for children, London Borough of Enfield
BOARD MEMBERS			
PEOPLE DIRECTORATE	Anne	Stoker	Assistant Director Children's Social Care and Principal Social Worker
	Tony	Theodoulou	Executive Director of Children's Services
	Sharon	Burgess	Head of Safeguarding Adults, QA & Complaints
	Andrea	Clemons	Head of Service, Community Safety Unit
	Jenny	Tosh	Chief Education Officer
	Bharat	Ayer	Safeguarding Adults Team Manager
PUBLIC HEALTH	Stuart	Lines	Children's Consultant, Public Health
THIRD SECTOR	Claire	Whetstone	Director, ECYPS
SCHOOLS	Antoinette	Goldwater	Headteacher, Fleecefield Primary School
	Yeliz	Sabri	Vice Principal, Aylward Academy, Secondary School
	Gail	Weir	Headteacher, Waverley School, Special School
	Lynne	Dawes	Headteacher Oasis Academy Hadley (left in 2017)
POLICE	Tony	Kelly	Detective Superintendent, Enfield Borough Police
	Iain	Raphael	Borough Commander
CCG	Carole	Bruce-Gordon	Director of Quality & Governance (Acting), Enfield CCG
	Hetul	Shah	GP, Enfield CCG
	Christina	Keating	Designated Nurse, Enfield Clinical Commissioning Group

	Melanie	Menden	Designated Doctor for Safeguarding in Enfield
NMUH	Deborah	Wheeler	Director of Nursing & Midwifery
	Betty	Wynne	Deputy Director of Nursing
BEHMHT	Linda	McQuaid	Interim Director of Nursing, BEHMHT
ROYAL FREE LONDON NHS TRUST	Helen	Swarbrick	Acting Head of Safeguarding / Named Nurse, Royal Free London NHS Foundation Trust
	Mary	Sexton	Executive Director of Nursing, Quality and Governance
LAS	Sophie	Hill	Quality, Governance & Assurance Manager, London Ambulance Service
CAFCASS	Paula	Kelly	Service Manager
PROBATION	Clare	Ansdell	Assistant Chief Officer, National Probation Service - Barnet, Brent & Enfield
CRC	Vacant		
LAY MEMBERS	Rick	Jewell	Lay Member (left April 2018)
	Irene	Ridley	Lay Member (left April 2018)

DRAFT

REPORT TO: OSC**DATE:** 5th September 2018**REPORT TITLE:** Annual IRO (Independent Reviewing Officers) Report**REPORT AUTHOR/S:**

Maria Anastasi

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Tel 0208 379 2746

PURPOSE OF REPORT:

For the committee to be updated about the work of the IROs during the period 2017-18

SUMMARY:

This report updates the Overview and Scrutiny Panel on the IROs during the period April 2017 to March 2018.

- The number of Looked After Children at the end of March 2018 was 347. Numbers of Looked After Children have remained consistent during the last few years.
- There were 16 adoptions and 32 Special Guardianship Orders
- Twenty young people were remanded in the care of the local authority care
- At the end of March 2018, 63 of the Looked After Children were unaccompanied minors. Since April 2018, the benchmark has changed to 59 (this is based on DfE calculations of the local population) and cases are transferred to other local authorities under the National Transfer Scheme. This has on occasions has taken longer than originally planned and has had an impact on young people who have already settled in placements.
- The number of children subject to child protection plans at the end of March 2018 was 242. The number of child protection plans at the end of March 2017 was

223. There has been a steady increase in the number of CP plans over the whole year which peaked to 257 in August 2017. A contributory factor to this increase was an unusually busy period and conferences for three large sibling groups.

- Twenty -nine transfer in conferences took place in 2017/18 (58 children)

1. BACKGROUND

Independent Reviewing Officers (IROs) were introduced nationally to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Review Officers (IRO) service standards are set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.

In Enfield, the IROs are also responsible for chairing Child Protection conferences, Disruption Meetings and undertake some LADO (managing allegations against staff and volunteers) work. A separate annual LADO report has been completed. It is an expectation that an annual report outlining the key activities of the IRO's is published every year.

2 ISSUES AND CHALLENGES

Looked after children that runaway must be offered an independent debriefing interview within 72 hours of their return. From the 1st October the debriefing interviews will be carried out by IRO's. for all looked after and children and those subject to child protection plans. Statutory guidance (2014) specifies that these interviews should be carried out by an independent person (ie someone not involved in caring for the young person).

This is a new area of work for the Service and the challenge will be to develop robust systems and processes to ensure we are delivering good quality service and identifying trends and patterns which will enable the department to consider how we can reduce the incidents of missing young people and signposting them to appropriate services.

2. RECOMMENDATIONS

That the scrutiny panel notes the findings of this report and attached IRO annual report 2017-18.



Enfield IRO Annual
Report 2017-18.pdf

3. NEXT STEPS

- Developing processes to ensure de-briefing interviews for children looked after or subject to child protection plans are of a good quality and information is analysed to inform social work practice
- Improvement in some of the key performance indicators (how information is recorded to reflect the activity of the service)
- The recruitment of the part-time LADO
- Contribute to the department's continuous improvement plan and quality assurance programme

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Safeguarding and Quality Assurance Service

IRO Annual Report 2017/2018

Author	Maria Anastasi Head of Service Manager and LADO	Classification	OFFICIAL - PUBLIC	Date of First Issue	August 18
Owner	Maria Anastasi Head of Service Manager and LADO	Issue Status	FINAL	Date of Latest Re-Issue	
Version	0.1	Page	1-18	Date of next review	July 18

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1 Purpose of Service and Legal Context

- 1.1 The Annual Independent Reviewing Officer (IRO) report is produced by the Children's Safeguarding and Quality Service which sits within the Children's Services division of Enfield Council and has been approved for publication by the Executive Director of People's management team (DMT). The report provides quantitative and qualitative evidence relating to the IRO Service within the Local Authority as required by statutory guidance. This report should be read in conjunction with the Enfield Local Authority Designated Officer (LADO) annual report.
- 1.2 Independent Reviewing Officers (IROs) were introduced nationally to represent the interests of looked after children. Their role was strengthened through the introduction of statutory guidance in April 2011. The Independent Review Officers (IRO) service standards are set within the framework of the updated IRO Handbook, Department for Children, Schools and Families (2010) and linked to revised Care Planning Regulations and Guidance which were introduced in April 2011.
- 1.3 This report identifies good practice as well as highlighting areas for development in relation to the IRO function. The responsibility of the IRO is to offer overview, scrutiny and challenge about case management and regularly monitoring and following up between reviews as appropriate. The IRO has a key role in relation to the improvement of Care Planning for Looked After Children (LAC) with emphasis upon challenging drift and delay.
- 1.4 In Enfield, the IROs are also responsible for chairing Child Protection conferences and Disruption Meetings. The Head of Service is also the LADO and the IROs provide a duty service to primarily support the LADO function.

2. Role and Function of the Service

- 2.1 The Service promotes continuous improvement in safeguarding performance and service delivery and is committed to achieving the best outcomes for all children and young people in Enfield, particularly the most vulnerable, such as those children who are looked after and those subject to Child Protection Plans.
- 2.2 The Service has an independent role to ensure that all children, whatever their background, receive the same care and safeguards about abuse and neglect.
- 2.3 The Safeguarding Service is responsible for the following statutory functions:
 - Convening and chairing of child protection conferences
 - Convening and chairing of reviews for looked after children
 - Convening and chairing of reviews for children placed for adoption
 - Convening and chairing of complex abuse meetings
 - Carrying out the LADO (Local Authority Designated Officer) functions in respect to allegations against staff and volunteers.
 - Chairing disruption meetings

- 2.4 In addition to the above the Service has responsibility for participation of children and young people including promoting MOMO (Mind of My Own) app which is a modern, tech-savvy way to engage with young people. It makes it easier for them to express their views and have a say in decisions about them.

The Service has representation in the following meetings:

- MAPPA (multi-agency public protection arrangements)
- CDOP (child death overview panel)
- Risk Management Panel
- Corporate Parenting Board
- Practice and Performance Board
- London IRO group
- London LADO Network
- London IRO Managers Forum
- London Child Protection Managers Group

- 2.5 The statutory independent reviewing function of the Service is core business but the scope of the service in Enfield is far wider than this. The IROs chair child protection conferences which strengthen continuity of care planning and promote sustained professional relationships for children and young people. The child protection conference chair becomes the Independent Reviewing Officer should a young person need to come into the care system.

3 Professional Profile of the IRO Service

- 3.1 Responsibility for the activity and development of the service lies with the Service Manager of Safeguarding, Quality who reports directly to the Director of Children and Family Services.

- 3.3 The current staffing structure includes:

- Head of Service and LADO
- 7.5 Independent Reviewing Officers (6 full time and 3 part-time)

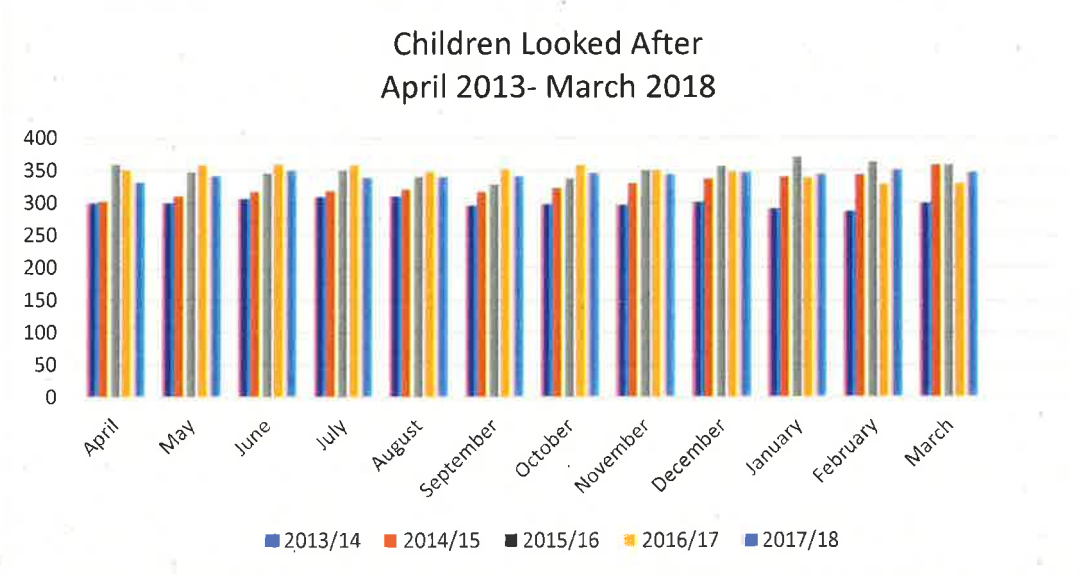
- 3.4 The IRO guidance makes it clear that an effective IRO service requires IROs who have the right skills and experience, working within a supportive context. The Enfield IROs have many years of relevant social work and management experience, and professional expertise.

The IROs are all at an equivalent level to Children's Social Care Team Managers in Enfield.

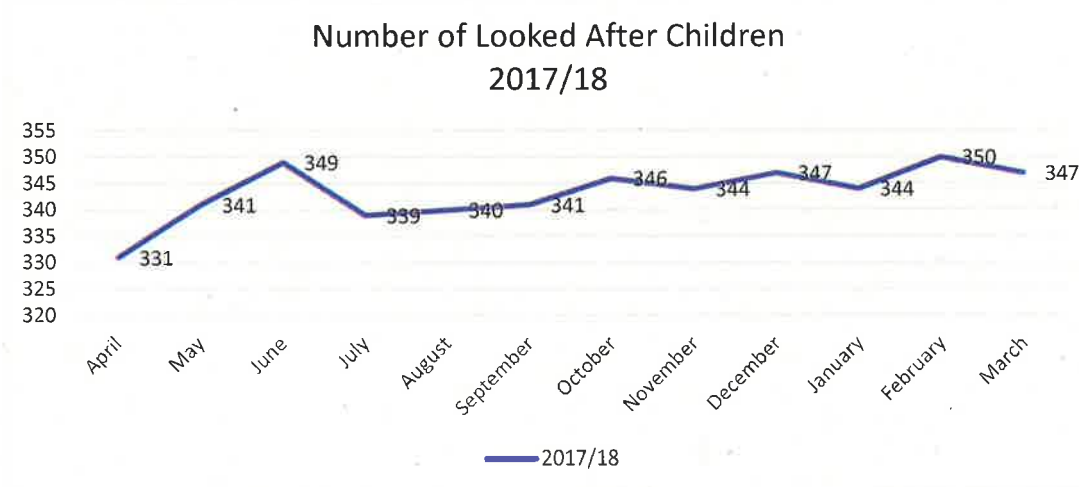
The service is appropriately diverse. The service is located at Charles Babbage House which supports effective work with the social work teams within Child in Need Service and where child protection conferences are convened. IROs, due to the nature of their statutory role have strong links with the Looked After Service and the Joint Service for Disabled Children.

4. Activity and Key Performance Indicators

4.1 Looked After Children (April 13 - March 18)



4.2 Looked After Children April 2017- March 2018



The above charts provide numbers of children who became looked after at the end of each Month since April 2013. The number of LAC has been stable over the year, but gradually increasing with the highest number in February 2018 (350).

4.3 Key information for LAC

4.3.1 There were 20 remand placements and one secure welfare placement.

4.3.2 The number of unaccompanied asylum-seeking children (UASC) looked after at the 31st March 2018 was 63. (this is 18% of the total LAC population in Enfield). The current Enfield benchmark has been 59 since April 2018. The figure before April was 64. This is based on 0.07% of the child population on DfE estimate. Cases over 59 are transferred to other local authorities in line with the National Transfer Mechanism. This is monitored on a weekly basis. It has been noted that there have been delays in processing some of these cases by the Home Office. On occasions, young people have settled in placements and are provided with services in Enfield pending the transfer to another local authority and the delay has had an adverse impact on them.

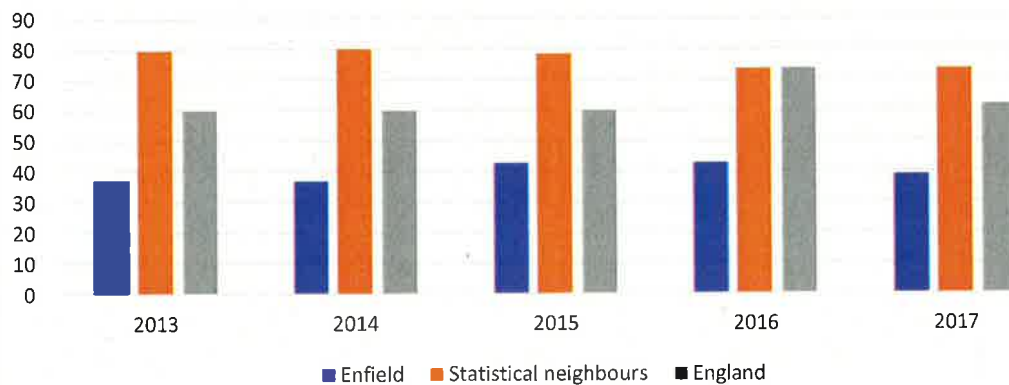
4.3.3 The number of children with disability who were looked after at the end of March 18 was 34 (9.8% of the total LAC population).

4.3.3 16 Adoption Orders were granted in 2017-18 which is an increase from last year (ten) 32 Special Guardianship Orders were granted, the same figure as last year. 19 of these orders were in relation to children who had previously been looked after. It has been noted that SGO numbers are increasing as more children are placed permanently with their family or friends. More information about these trends can be found in the annual fostering and adoption report.

4.3.4 It is good to see that the stability of placements for children looked after has remained consistent in the last three years and has increased in 2017/18 to 72.2%(67.8% in 16/17). This figure would suggest that the local authority continues to strive to ensure that children and young people are placed in placements which meet their needs when they become looked after and provided appropriate support to placement and children to avoid the placement disrupting or breaking down. The IROs contribute to this by ensuring robust plans are in place and intervening early when placements are showing fragility.

4.3.5 Rate of LAC per 10,000

Rate of LAC per 10,000 populatin for the last 5 years



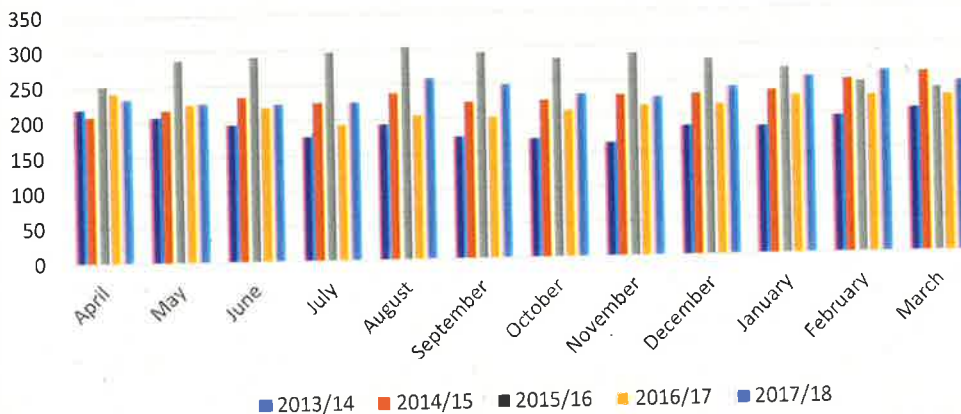
4.3.6 Timeliness of LAC Reviews

The percentage of LAC reviews recorded to be within statutory timescales has decreased significantly in 2017/18 from 97.6% to 80.9%. The number of LAC reviews taking place within the required timescales is high with only a very small number of reviews were overdue. The timeliness of the reviews is measured on the basis of the record of the meeting being completed on our electronic system and there have been delays in completing records, by social workers and Independent Reviewing Officers.

The Head of Safeguarding and Quality Service and the Head of Looked After Children Service are currently considering ways of ensuring records are completed in a timely fashion, in order to provide the evidence that children who are looked after are reviewed regularly.

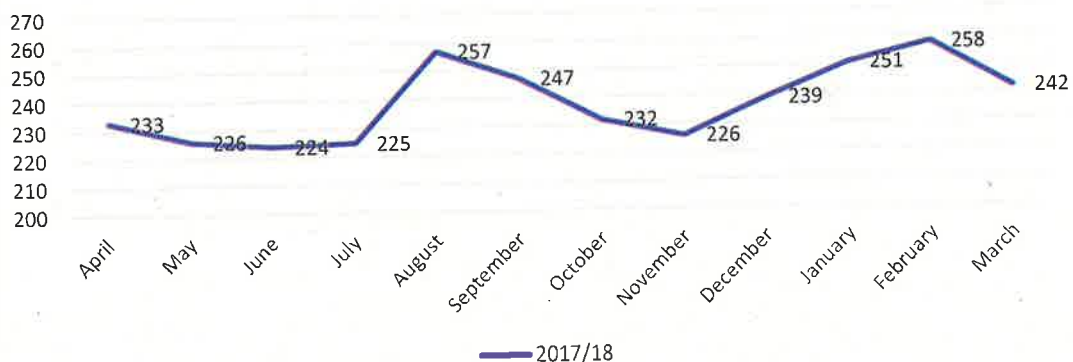
4.4. Child Protection Plans (April 13 - March 18)

Child Protection Plans
April 2013-March 2018



4.5 Child Protection Plans April 2017 – March 2018

Number of Child Protection Plans
April 2017-March 2018



4.5.1 The above charts provide the numbers of children subject to a Child Protection Plan at the end of each month since April 2013. The increase of CP plans in August 2017 is attributable to three sets of large sibling groups (two families of six children and one family of 4) and an unusually high number of initial child protection conferences.

4.6 Key Information about Child Protection Plans (CPP)

4.6.1 At the end of March 2018, of the 242 children subject to Child Protection Plans (CPP):

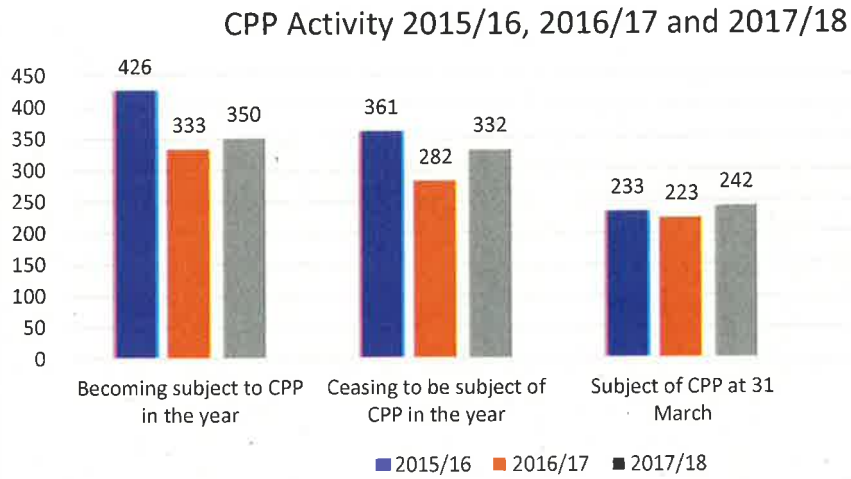
- 104 were female, 136 were male and 2 unborn
- 17 were under the age of 1
- 64 were between 1-4 years old
- 69 were between 5-9 years old
- 82 were between 10-15 years old
- 8 were 16/17 years old
- 11 were CPP for children with disabilities.

4.6.2 Categories of CPP

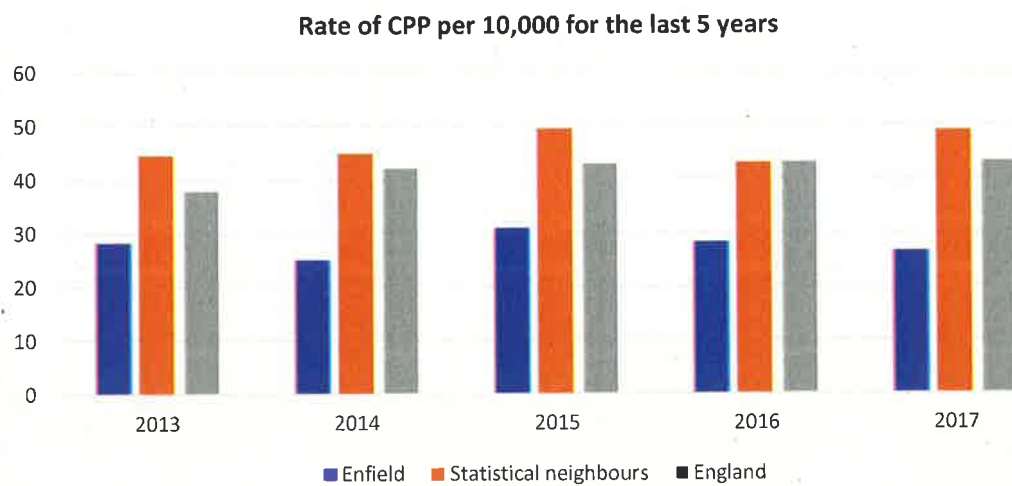
- 57.43% (139) were under the category of neglect
- 36.36% (88) were under the category of emotional abuse
- 1.2% (3) were under the category of physical abuse
- 1.65% (4) were under the category of sexual abuse
- The remaining CPPs were under a combination of neglect/physical abuse, neglect/sexual abuse and physical/emotional abuse.

The percentage of CPP under neglect has increased by approximately 10% since last year, but the percentage of CPP under emotional abuse is approximately the same. There has been a significant decrease of CPP under physical abuse (from 5.38% in 2016/17 to 1.2% in 2017/18) and sexual abuse (from 4.04% in 2016/17 to 1.65% in 2017/18). A piece of work is being undertaken to understand the reasons for these low figures.

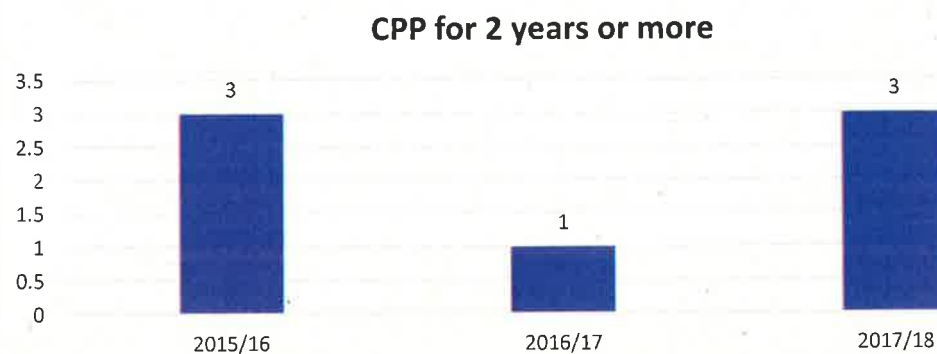
4.6.3 Child Protection Conferences and Key Performance Indicators



4.6.4 Child Protection rates per 10,000

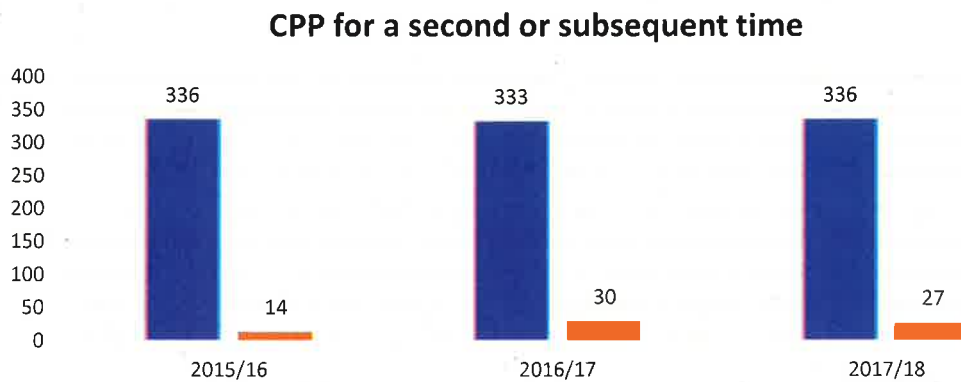


4.6.5 Duration of Child Protection Plans



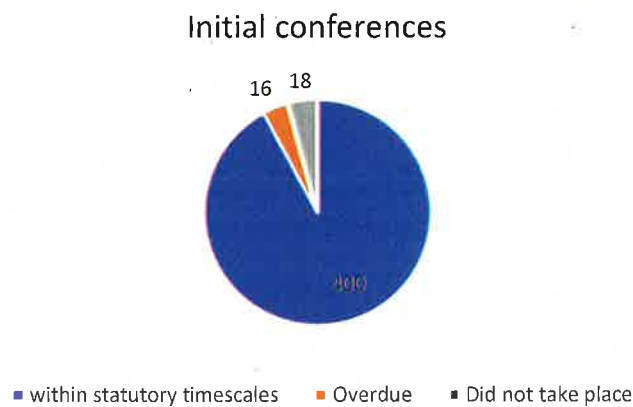
Performance for the indicator CPP 2 years or more has been consistently good over the last few years, good performance is typified by a lower number. Performance at the end of March 2018, to 0.9%. This indicates that we continue to be robust in our planning and that triggering a legal pathway at the second review CP conference review is a contributory factor in avoiding drift in cases. The Signs of Safety (SoS) framework enables families to devise a safety plan within the extended family network and this is also a contributory factor.

4.6.6 CPP for a second or subsequent time



Performance for the indicator CPP for a second or subsequent time is now 8%, a slight decrease from last year's figures (9%), but still relatively high compared to the figures in 2015/16. An audit has been undertaken to consider the contributing factors which led to ceasing of the CP plan and what led to subsequent decision to make children subject to CP plans. An action plan has been devised. This area will be re-audited to ensure there has been an improvement in this indicator.

4.6.7. Timeliness of CP Conferences 2017/18



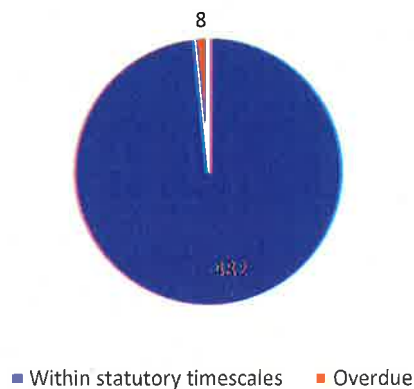
In total, there 416 children were subject to initial child protection conferences.

92.17% were within statutory timescales and 3.69% were overdue

4.15% did not take place. Reasons for the conferences not going ahead were families moving out of the borough before the conferences took place (conferences taking place out of borough as a result); further assessment during child protection conferences concluding that the children were not suffering significant harm or care proceedings agreed.

In addition, 29 transfer in conferences took place (in relation to 58 children) who were subject to CPP in other Local Authorities and moved into Enfield to live.

Review CP conferences



In total, 490 children were subject to Review Child Protection conferences

98.37% were reviewed within the statutory timescales 1.63% were out of timescale

5 IRO case loads

The IRO Handbook recommends that caseloads for IROs should be between 50-70 Looked After Children (LAC) cases. The size of caseload alone does not indicate the overall workload for each individual IRO as individual roles and responsibilities vary within the service. At the end of March 2018, the average LAC caseload per IRO was 46. The average CP caseload was 32 cases per IRO.

The IRO guidance puts an emphasis on ensuring that IROs have sufficient time to provide a quality service, monitoring cases to avoid drift, undertaking follow up work after the review, consulting with the social worker following a significant change in the child’s circumstances and meeting with the child before the review.

In addition, IROs have additional responsibilities, such as chairing child protection conferences, representing the Service in panels, working groups and other meetings, outlined in section 2.

6. Signs of Safety (SoS)

The Signs of Safety framework is now embedded in child protection processes and all conferences are chaired applying the key principles. All the IROs have attended the two and five-day SoS training. The IRO's work closely with the SoS Practice Coordinator and are involved in delivering training.

Changes have been made to the conference format and Microsoft Hubs are being used by IROs in all conferences. This new technology enables chairs to visually display information shared in the conference including the decisions of the conference.

7. Participation

A key role of the service is to seek regular feedback from children and young people, families and carers about their experience in care and the child protection process.

Ensuring looked after children can participate as fully as possible in planning and reviews remains a key priority for the Service. There is still room for improvement especially in relation to children and young people with additional communication skills.

Participation figures for looked after children in their reviews this year was 74.2%. This is a relatively low figure, and a decrease from last year's figures (85.7%). Further analysis is needed to establish the reasons for this decrease. Contributing factors could be in relation to recording and several adolescents who refuse to participate in their reviews. The Head of Service plans to sample cases with specific focus around participation.

The Service has had several meetings with the Consultation and Participation Officer in relation to KRATOS (Children in Care Council). Future meetings will focus on increasing participation in reviews.

The department procured MOMO app (Mind of My Own) in 2016 to help children and young people create a statement of their views, wishes and feelings. It has provided children who are looked after or subject to child protection plans with an additional option to facilitate participation in reviews and conferences.

At the end of 2017, 138 young people had MOMO accounts. 155 responses were received via MOMO on a number of issues (some young people had several responses; therefore the number of responses were higher than the number of children/young people); however, it was difficult from these responses to elicit any particular key messages which could inform our practice.

MOMO continues to be promoted at LAC reviews and social workers continue to encourage young people to use the app during visits, but given the level of response so far, the department may need to consider if this is a useful and effective way of eliciting views from young people.

The IROs conducted a survey for 40 parents attending child protection conferences in early 2018.

36 parents (90%) reported that they were aware about the child protection conference process in advance of the meeting. 31 parents (77.5%) understood the reason for the outcome of the conference. 30 parents (75%) had been given the social work conference report prior to the conference but only 13 parents (32.5%) had been given reports prior to the conference by other agencies. This has been discussed with agencies in the ESCB.

8. Advocacy

Enfield agreed to joint tendering to deliver advocacy for children looked after and children subject to Child Protection Plans at the beginning of the year and Barnardos were successful. This contributed to savings for the department and the transition from Action for Children to Barnardos was completed smoothly.

9 Local Authority Designated Officer (LADO)

The Enfield LADO is the Head of the Safeguarding and Quality Service. The role provides management and overview of cases where there are allegations against staff and volunteers who work with children from all agencies.

The total number of allegations between 1.4.2017 and 31.3.2018 which met the threshold for LADO involvement was 62. 22 (35%) allegations were substantiated. In addition to the above, there were 80 consultations with the LADO where the threshold for formal LADO intervention had not been met.

A LADO annual report has been completed which provides more detailed information about the work of the LADO and a work plan.

10. Management Oversight, Quality Assurance and Dispute Resolution Process

All children subject to child protection plans and children who are looked after are allocated a designated IRO from the moment they enter the system with the key aim that the allocated IRO will remain consistent until the child is no longer looked after or subject to a child protection plan.

The quality of the effectiveness of the IRO service is closely monitored through supervision (every six weeks and ad hoc when required) case file audits and dip sampling, together with performance reporting which highlights good practice as well as any areas of concern, therefore enabling prompt action to rectify any poor IRO performance.

The statutory guidance states that operational social work managers must consider the decisions from the review before they are finalised. This is due in part to the need to ensure any resource implications have been addressed. Managers have five days to raise any queries or objections. This rarely happens which would indicate that managers are generally satisfied with the decisions made at the review.

One of the key functions of the IRO is to resolve problems arising out of the care planning process. IROs within Enfield continue to have positive working relationships with social workers and team managers of the children for whom they are responsible. Where problems are identified in relation to a child's case for example in relation to care planning, resources or practice, the IRO will, in the first instance, seek to resolve the issue informally with the social worker or the social worker's manager. If the matter is not resolved in a timescale that is appropriate to the child's needs, the IRO will escalate the matter accordingly following the local dispute resolution process.

Staff together with IROs recognise that any problems or concerns regarding care plans need to be addressed initially through negotiation before instigating the escalation resolution process.

Examples of proactive IRO intervention include a case when a young person contacted her IRO to

ask if the IRO could liaise with the social worker to progress an issue around her immigration status as she was becoming more anxious. IROs raise issues about placements and on occasions attended placement panel to express their views on cases.

There have been occasions when the Head of Service has raised matters with other senior managers and reminded all staff of the consultative role of the IRO, there is evidence that social workers and their managers are liaising and consulting with IROs more consistently and effectively.

The service carries out various audits most recently completing audits on cases where children had been previously been subject to child protection plans. The summary and findings were presented to the Practice and Performance Board and an action plan has been developed.

11. Training

The IROs have attended training via Making Research Count (MRC) and have all completed the on line GDPR training.

IN 2017/18 three half day training sessions for IROs and team managers across Children's Services took place. The topics were:

- Neglect in adolescence
- Evidence significant harm with a specific focus on emotional harm
- Permanency planning in adolescence

These sessions were very well attended and well received. Future joint training sessions with Team Managers are being considered for 2018/19

12. Achievements

The Service has continued to make significant steps in implementing and maintaining improvements in practice and performing consistently well. Members of the service are very experienced, highly skilled and motivated they deliver an excellent service to children who are looked after and children subject to child protection plans.

A significant development in 2017/18 has been the improved working relationship with CAFCASS (Children and Family Court Advisory Support Service). The CAFCASS Service Manager has attended two team meetings with IROs and has also met separately with the Director of Children and Family Services and Heads of Service. This has provided a constructive forum for discussing good practice and improved communication with Guardians. Plans have been made for CAFCASS to provide workshops for newly qualified social workers so there is an understanding of the roles of the Guardians and court related issues.

IROs were members of a working party to develop a policy around savings for looked after children which has now been agreed by senior managers. This will ensure that there is more clarity and consistency.


13. Future Plans




Two significant developments are in the process of being finalised by end of September 2018.

- The creation of a part-time LADO post. The Head of Service is also the LADO and all the IROs also undertake some LADO work on a duty basis. The creation of a LADO post will provide capacity for the Head of Service to have a more strategic overview of the service, particularly around quality assurance and will free IROs to focus more closely on work with looked after children and children subject to CP Plans.
- From 1st October 2018 the Service will be responsible for undertaking independent return interviews for children looked after and children subject to child protection plans when they are found following a missing episode. Statutory guidance (2014) specifies that these interviews should be carried out by an independent person (ie someone not involved in caring for the young person). All IROs will be responsible for completing these interviews and ensure the issues are addressed through care planning. An apprentice will support the service in gathering statistical information and supporting the Head of Service in producing quarterly and annual reports.

REVIEW OF THE 2017/18 ANNUAL ACTON PLAN AND PLANNED DEVELOPMENTS AND KEY PRIORITIES FOR 2018/19

Action Plan 2017/18

Areas for development	Action	Lead Officer	Timescale	RAG status
Continue to apply SoS principles in Child Protection conferences	Training in use of Microsoft Hub for all IROs	Maria Anastasi	September 17	
	Continuous focus upon improvement and quality of SW reports and Safety Plans		Ongoing	
	Representation in Operational, Steering and Practice Lead Groups		Ongoing	

Increase participation in LAC reviews and improving where possible the numbers of children and young people that participate in Child Protection conferences.	Continue to promote the use of MOMO in LAC reviews and CP conferences Improve quality of direct work with children by increasing the use of Child Friendly Conference Plan.	Maria Anastasi	Ongoing	
Contribute to the latest OFSTED improvement plan and the Children and Family Services continuous improvement plan	As agreed in Social Care Operational Management Group (OMG)	Anne Stoker OMG	Ongoing	
Implement LADO process on ICS to improve management information process and systems and to improve LADO recording, monitoring and tracking of cases	Testing and full implementation of LADO Workspace	Corporate IT Maria Anastasi	September 2017 This was delayed until early 2018 due to IT issues	
Contribute to plans to reach the savings targets	SQS to have a representative in working group	ART/LAC/SQS	March 18	
Quality Assurance	Audit cases of children who have been subject to CP plans for a second or subsequent time in the past 2 years Audit cases where children over the age of 12 have become Looked After in 2016/17	Maria Anastasi/OMG	October 17 December 2017 (deferred to 2018/19)	

The Key Priorities and areas of developments for 2018/19

Areas for development	Action	Lead Officer	Timescale	RAG status
Appointment of a part time LADO to enable IROs to have capacity to focus on LAC and CP cases	Recruitment of part-time LADO Full implementation of LADO workspace	Maria Anastasi	September 18	
To improve the quality of de-briefing interviews and produce quarterly reports to identify trends and patterns and improve outcomes for children and young people	IROs to undertake de-briefing interviews of children subject to CP plans or who are looked after, following missing episodes	Maria Anastasi	September 2018	

	Recruitment of an apprenticeship to support the gathering of information from interviews and produce statistical information			
Increase participation in LAC reviews and the numbers of children and young people that participate in child protection conferences Focus specifically on children with additional communication skills and develop strategies to increase their participation	Continue to promote the use of MOMO in LAC reviews and CP conferences Evidence the use of Child Friendly Conference Plan Improve recording around children's participation in LAC reviews Work with the Joint Service for Disabled Children (JSDC) to develop tools so that disabled children's views and feelings are captured	Maria Anastasi/JSDC	Ongoing	
Continue to apply SoS principles in child protection conferences and LAC reviews	Continuous focus upon improvement and quality of SW reports and safety plans and representation in Practice Lead Group	Maria Anastasi OMG	Ongoing	
Quality Assurance	Thematic and case audits as agreed by OMG, Performance and Practice Board and Head of Service	Maria Anastasi/OMG	Ongoing	
Increase evidence of impact of the challenge from IRO in children's files	IROs to ensure their consultations and discussions with SWs and other key professionals are recorded on children's records To create "escalation" case note on Liquid Logic for IROs to record	Maria Anastasi	Ongoing December 2018	

Improve the timeliness of LAC Reviews	IROs and Team Managers to be more proactive in ensuring that SW reports are completed 5 days before the LAC review is due to take place. IROs to upload outcomes and record of reviews within 20 working days after the completion of reviews Sampling of cases on a quarterly basis	OMG/Maria Anastasi Maria Anastasi	Ongoing	
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REPORT TO: OSC

DATE: 5th September 2018

REPORT TITLE: Annual LADO (Local Authority Designated Officer) Report

REPORT AUTHOR/S:

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PURPOSE OF REPORT:

For the committee to be updated about the work of the LADO during the period 2017-18

SUMMARY:

This report updates the Overview and Scrutiny Panel on the annual LADO work during the period April 2017 to March 2018.

- The role of the LADO is set out in the “Working Together to Safeguard Children” guidance. The guidance was updated in 2018.
- It has been a requirement since 2015 that the LADO is sufficiently qualified and experience to fulfil this role effectively and requires newly appointed officers to be qualified social workers.

1. BACKGROUND

- In Enfield, the role of the LADO is undertaken by the Head of Safeguarding and Quality Service (SQS) who has responsibility for overseeing investigations, alerting senior council officers to allegations of a serious nature and making referrals to the Disclosure and Baring Service. Child Protection Conference Chairs/Independent Reviewing Officers in SQS will lead on investigations in the absence of the LADO.

- In addition to leading on investigations, the service offer advice and guidance when there may be concerns about a person's conduct and when the threshold for a formal investigation has not been met.
- In addition to the above activities, the LADO has liaised with the Schools Standards and Support when there have been referrals from OFSTED, to co-ordinate responses in a timely fashion
- Training is an integral part of staff development and several training sessions have been delivered to LSCB agencies and Enfield foster carers. There were 62 allegations between 1.4.17 and 31.3 2018 of which 22 (approximately 35%) of the allegations were substantiated.
- In addition to the above 62 allegations, there have been 80 consultations with the LADO, where the threshold for formal LADO intervention had not been met.
- The number of allegations has increased by 25% this year and the number of substantiated ones has also increased significantly. These figures would suggest that the LADO intervention has been appropriate and measured.
- There has been one dismissal two people resigned from their positions. DBS referrals have been made or are being processed in these cases.
- There are five ongoing investigations. Four of these are led by the police and three are pending decisions by CPS on whether charges will be made. There have been charges on one and court date has now been confirmed. One allegation is being managed under disciplinary procedures.
- As part of the internal audit programme the LADO work was reviewed there were no safeguarding concerns raised the 4 findings related to process and quality assurance which have been accepted and actioned.

2. ISSUES AND CHALLENGES

Several allegations have been of a complex nature and have not been concluded. These have been police led and CPS have taken a very long time to decide on whether to charge. This has had a significant impact on the professionals being investigated and the agencies employing them. It also has an impact on children/young people who have made the allegations, and when appropriate, they have been signposted to agencies for support.

3. RECOMMENDATIONS

That the scrutiny panel notes the findings of this report and the attached LADO annual report 2017-18.



LADO ANNUAL
REPORT 2017-18.pdf

4. NEXT STEPS

- Implement the 2018 -10 work plan including completion of a peer on peer review by the end of the financial year and revision of the LADO procedures by October 2018.

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Safeguarding and Quality Service
LADO Local Authority Designated Officer
Annual Report 2017 - 2018

Author	Maria Anastasi Head of Service Manager and LADO	Classification	OFFICIAL - PUBLIC	Date of First Issue	August 18
Owner	Maria Anastasi Head of Service Manager and LADO	Issue Status	Final	Date of Latest Re-Issue	
Version	0.1	Page	1 - 9	Date of next review	July 18

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1. INTRODUCTION

- 1.1 The role of the LADO is set out in the “Working Together to Safeguard Children” (2018). The guidance requires local authorities to have an officer or a team of officers to manage and oversee allegations against people who work with children and that this officer or team of officers are sufficiently qualified and experienced to fulfil this role effectively. It also requires newly appointed officers to be qualified social workers. The guidance refers to the officer responsible for overseeing allegations as Designated Officer. Enfield, and most of the London councils have decided to maintain the term LADO, a term which is already familiar to agencies and professionals.
- 1.2 In Enfield, the role of the LADO is undertaken by the Head of Safeguarding and Quality Service (SQS), who has responsibility for overseeing investigations, alerting senior council officers to allegations of a serious nature, and making referrals to the Disclosure and Barring Service. Child Protection Conference Chairs/Independent Reviewing Officers in the Safeguarding and Quality service will lead on investigations in the absence of the LADO. The LADO and the Child Protection Conference Chairs/Independent Reviewing Officers are all qualified social workers
- 1.3 In addition to leading on investigations, the service offer advice and guidance when there may be concerns about a person’s conduct and when the threshold for a formal investigation has not been met. This has often ensured that advice and guidance has been given to staff when there are low level concerns.
- 1.4 The “ Working Together to Safeguard Children” document makes it clear that if an organisation removes an individual (paid worker or unpaid volunteer) from work such as looking after children (or would have, had the person not left first) because the person poses a risk of harm to children, the organisation must make a referral to the Disclosure and Barring Service (DBS). It is an offence to fail to make a referral without good reason. To ensure there is compliance with this, referral to DBS is recommended, if appropriate after the investigation and the LADO is involved in coordinating referrals to DBS. The duty to refer to DBS applies irrespective of whether a referral has been made to the local authority designated officer and it is an offence to fail to make a referral without good reason.
- 1.5 The DBS procedures consider the following work with children as regulated activity:
- Unsupervised activities such as teaching and social care
 - Work for a limited range of establishments such as schools, children’s homes and other child care premises
 - Relevant personal and healthcare even if done once
 - Registered child minding
 - Foster care
- 1.6 The approach we have adopted in Enfield has been effective and robust. The LADO and the CP Chairs/IROs have developed their knowledge and expertise and effective working relationships with partner agencies. An allegation may relate to a person who works with children who has:
- Behaved in a way that has harmed a child, or may have harmed a child;
 - Possibly committed a criminal offence against or related to a child;
 - Behaved towards a child or children in a way that indicates they may pose a risk of harm to children.

Such behaviour should be considered within the context of physical, sexual and emotional abuse and neglect. It includes concerns about inappropriate relationships between members of staff (paid and volunteers) and children and young people. Examples include:

- Having a sexual relationship with a child under 18 if in a position of trust in respect of that child, even if consensual (see ss16-19 Sexual Offences Act 2003);
- 'Grooming', i.e. meeting a child under 16 with intent to commit a relevant offence (see s15 Sexual Offences Act 2003)
- Other 'grooming' behaviour giving rise to concerns of a broader child protection nature e.g. inappropriate text / e-mail messages or images, gifts, socialising etc;
- Possession of indecent photographs / pseudo-photographs of children
- Has behaved in a way in their personal life that raises safeguarding concerns. These concerns do not have to directly relate to a child but could, for example, include arrest for possession of a weapon;
- As a parent or carer, has become subject to child protection procedure

1.7 The LADO process applies to paid, unpaid, volunteer, casual, agency and self-employed workers. It captures concerns, allegations or offences emanating from outside of work, as well as within a person's paid or unpaid role working with children.

1.8 The updated London Child Protection Procedures have made some changes. The meetings chaired by the LADO are no longer referred to as "strategy meetings" -they are, instead referred to as "Allegations against Staff and Volunteers" meetings, abbreviated as "ASV".

1.9 The procedures also apply when allegations are made against a 16 or a 17-year-old who has been put in a position of trust by an organisation in relation to anyone under the age of 18. For example, where they might be involved in coaching a sport or in other school or out of school activities.

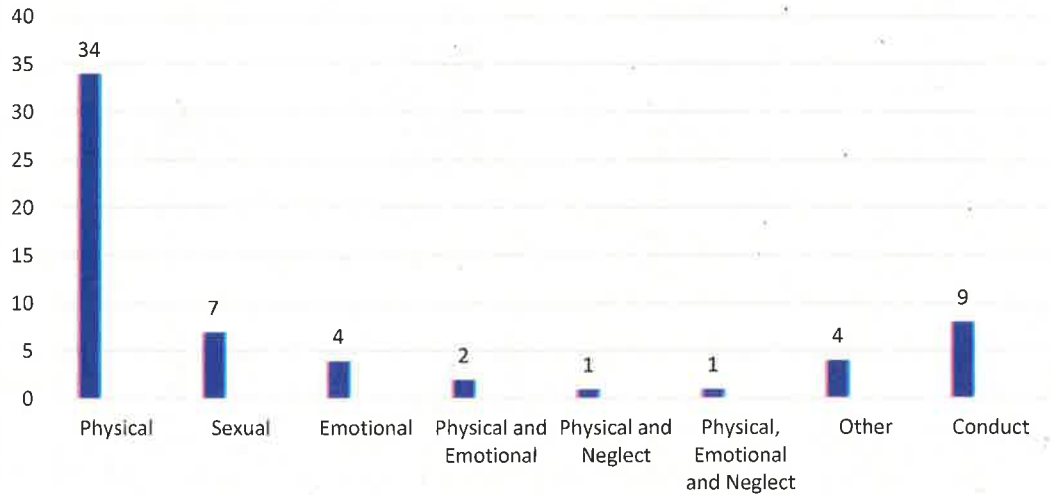
1.10 Another significant change which impacts on these investigations is the change in police guidance on arrest. It is now the case that the defendant will not be arrested unless there is a need for bail conditions.

1.11 The bespoke LADO referral form is embedded and agencies are using the form consistently. The revised form has enabled referring agencies to provide more detailed information about the alleged incident and the staff involved, in advance of the ASV meeting. This has resulted in better information sharing, improved quality of referrals and has reduced the time previously spent by the LADO gathering information from different sources.

2. BREAKDOWN OF ALLEGATIONS

The total number of allegations between 1.04.2017 and 31.03.2018 which met the threshold for formal LADO involvement was 62.

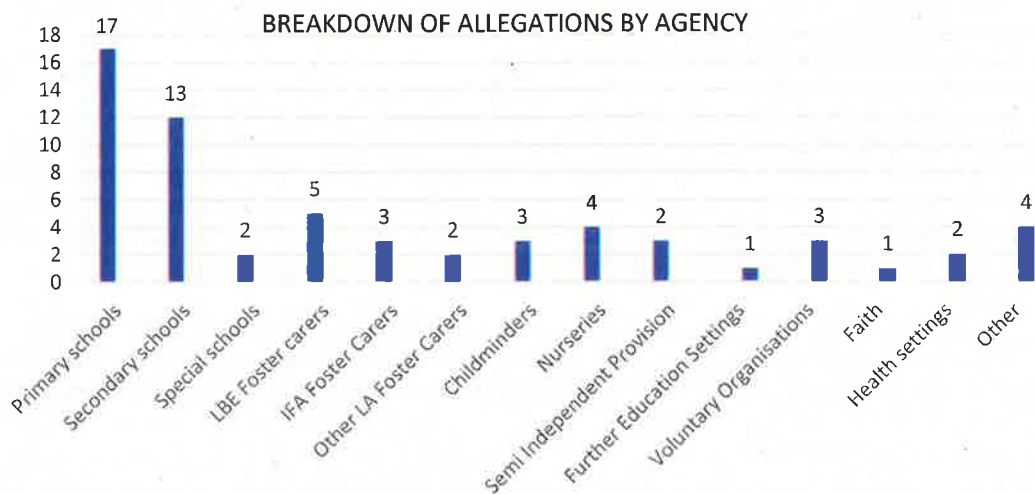
Breakdown of allegations by category
(62)



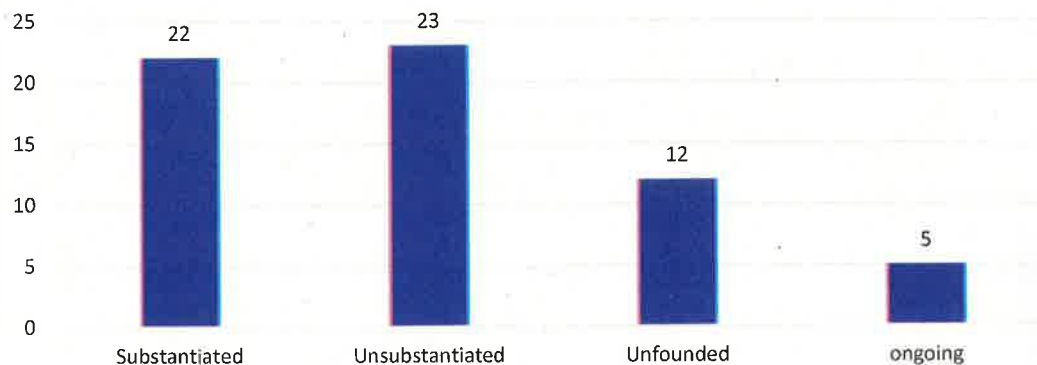
~Other –referrals were made to the LADO when there were concerns about a professional or volunteer outside work but raised concerns about their suitability to work with children.

One allegation was for both sexual and conduct -it has been recorded under “conduct” which was substantiated.

The percentage of allegations of physical harm has decreased from last year, from 66% to 55.7%. Sexual abuse allegations have remained the same (around 12%) but the number of allegations in relation to conduct/professional boundaries has had a significant increase from 8% to 14.75%. These are trends the LADO will be monitoring and reporting. One contributing factor may be an increased awareness around professional conduct and boundaries between staff/volunteers and children/young people and the increased use of social media.



Breakdown of allegations by outcome



There is a rise in the number of allegations which were substantiated during this period compared to last year. The percentage of substantiated allegations this year was 35% compared to 20% for the same period last year.

Four of the five ongoing investigations are led by the police. Three of these are pending decision from CPS on whether charges will be made. There have been charges on one and court date has now been confirmed. One allegation is being managed under disciplinary procedures.

2.1 Definitions of outcomes

Substantiated- there is sufficient identifiable evidence to prove the allegation

Unsubstantiated – there is insufficient evidence to prove or disprove the allegation

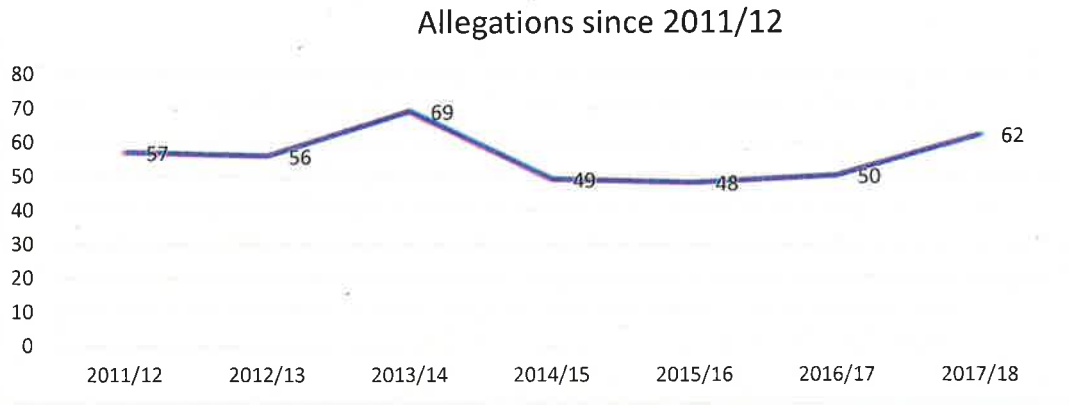
Unfounded- there is no evidence or proper basis which supports the allegation being made. It might also indicate that the person making the allegation misinterpreted the incident or was mistaken about what they saw. Alternatively, they might not have been aware of all the circumstances.

Malicious –there is sufficient evidence to prove there has been a deliberate act to deceive and the allegation is entirely false.

2.2 In addition to the above 62 allegations, there have been 80 consultations with the LADO, where the threshold for LADO intervention had not been met and advice was offered on managing low level concerns. A significant number of the consultations relate to incidents when school staff need to use positive handling (under section 93 of the Education and Inspection Act 2006), conduct and professional boundaries. In these circumstances, the LADO will evaluate the information in consultation with the Head teacher and the police and investigate in circumstances when restraint has not been appropriate.

2.3 In addition, the LADO has provided advice to colleagues when there have been allegations by Enfield children/young people against professionals and volunteers working in other authorities. These allegations are investigated by the LADO of the authority where the alleged incidents took place.

2.4 COMPARISON TO PREVIOUS YEARS



- 2.5 Sources of referrals include direct contact from young people and parents, police, children's social care schools, the SPOE, partner agencies, OFSTED and other local authorities.
- 2.6 There have been several allegations this year of a complex nature which have required several review ASV meetings. There are ongoing police investigations in three cases (awaiting Crown Prosecution Service decisions as to whether charges will be made) and a disciplinary investigation in one.
- 2.7 There has been one dismissal and two people resigned from their positions. DBS referrals have been made or are being processed in these cases.
- 2.8 Significant concerns were raised by the LADO in relation to an organisation's safer recruitment processes, which came to light during the investigation of one allegation. This was escalated to senior level within that organisation and we have had assurances that processes and procedures have been reviewed.

3. OTHER LADO RELATED ACTIVITIES

- 3.1 The LADO is responsible for coordinating referrals to DBS and responding to DBS and relevant Freedom of Information Requests.
- 3.2 In addition to the above activity, (investigations and consultations) the LADO has liaised with the Standards and Curriculum Service when there have been referrals from OFSTED to co-ordinate responses in a timely fashion. A robust system has been developed between the two services and the Director's office to ensure all referrals from OFSTED are considered and a response is provided. Records are kept by the Director's office.
- 3.3 The LADO has collaborated with IT services to develop a bespoke LADO workspace within social care electronic case management system. This is now in place.

As part of the internal audit programme the LADO work was reviewed to assess the management of the LADO referrals. There were no safeguarding concerns identified, the LADO is investigating allegations robustly and following legislation. The audit found no areas of high risk, there were 4 findings relating to tightening up of process and developing more robust quality assurance framework. The service has put actions into place to address all of the recommendations.

4. TRAINING

4.1 Training is an integral part of staff development and an awareness raising and feedback from these training sessions has been consistently positive. The LADO has delivered three half training sessions to Enfield foster carers around safe caring and managing allegations. The LADO has also contributed to the "Skills to Foster" training for prospective foster carers. This is a new development and has proven to be a helpful preparation to those who have shown interested in becoming foster carers.

4.2 The LADO has also delivered a half day training on managing allegations to LSCB partner agencies.

4.3 The LADO has contributed to the designated teachers' training with specific reference to LADO issues and processes

5. REVIEW OF WORK PLAN 2017-2018 AND WORK PLAN FOR 2018-19



Action complete



Action taken but as yet not complete



Action requiring urgent attention/implementation

ENFIELD LADO WORKPLAN 2017 – 2018			
Action	Responsibility	Timescale	RAG Status
Implement LADO process on ICS to improve management information process and systems and to improve LADO recording, monitoring and tracking of cases	Corporate IT and Maria Anastasi	September 17 *	
Design leaflets for parents and professionals**	Maria Anastasi	September 2017	
Continue with developing and delivering awareness raising sessions within the statutory and voluntary sector and identify and give specific attention to agencies where there are few or no referrals	Maria Anastasi and SQS	Ongoing	
Revise and update the procedure on "Managing Allegations" **	Maria Anastasi	December 17	

*The development of the LADO workspace was delayed. This was completed in the beginning of 2018.

**The revision of the procedures has been delayed. This was due to the delay in the publication of the "Working Together to safeguard children" guidance. This has also delayed the completion of leaflets for parents and professionals.

ENFIELD LADO WORKPLAN 2018 – 2019			
Action	Responsibility	Timescale	RAG Status
Recruitment of a part -time LADO	Maria Anastasi	November 2018	
Revise and update the procedure on "Managing Allegations"	Maria Anastasi	October 2018	
Continue with developing and delivering awareness raising sessions within the statutory and voluntary sector and identify and give specific attention to agencies where there are few or no referrals	Maria Anastasi and SQS	Ongoing	
Design leaflets for parents and professionals	Maria Anastasi/LADO	November 2018	
Peer on Peer Review of LADO processes	Anne Stoker/Maria Anastasi	March 2019	

6. APPENDIX A

Key contacts for Enfield

Local Authority Designated Officer (LADO)	0208 379 2746/2850
Police Child Abuse Investigation Team (CAIT)	0208 733 5139
Single Point of Entry (SPOE)	0208 379 5555
Emergency Duty Out of Hours Social Worker	0208 379 1000
Local Safeguarding Children Board	0208 379 2767

Key publications

"Working Together to Safeguard Children" (2018)

"Keeping Children Safe in Education" (July 2016)

"London Child Protection Procedures"

"Protocol for the Management of Allegations of Abuse Against an Adult working with Children" (ESCB 2015)

Customer Experience Strategy

Overview & Scrutiny
5 September 2018

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Agenda Item 8

www.enfield.gov.uk

Striving for excellence



Strategic & organisational alignment

Vision - 'Delivering a positive customer experience'

A top priority aligned with the new corporate vision of **“Creating a lifetime of opportunities in Enfield”**.

Customer experience values identified & linked to culture change

A customer promise which defines our desired behaviours -

- *friendly and helpful,*
- *honest and respectful,*
- *professional and courteous*

3x customer journey reviews – designed to look at accessing & receiving the service from the customer perspective

- “I want a repair to my Council home”
- “I want to make a planning application”
- “I want to recruit and induct a new member of staff” (internal customer).

Year 1 Actions

- Launching the vision and Customer Promise
- Exploring the ease or otherwise for those accessing services from the ‘front door’ and beyond
- Developing the L&D approach to improve the skills to deliver improvements
- Developing a managers ‘toolkit’
- Applying the learning to the next tranche of reviews

Placing the customer at the heart of everything we do & evidencing improvement

- Corporate dashboard of key performance indicators
- Customer experience baseline measures using satisfaction surveys & mystery shopping to inform and evidence improvement
- Corporate resource directory to enable signposting
- Customer Experience Maturity Model - managers can self assess against the model alongside the customer journey reviews
 - **Bronze (Level 1): Interested**
 - **Silver (Level 2): Invested**
 - **Silver (Level 3): Committed**
 - **Gold (Level 4): Engaged**
 - **Gold (Level 5): Embedded**

CUSTOMER EXPERIENCE STRATEGY 2018-2022



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EXECUTIVE SUMMARY

Enfield is committed to putting customers at the heart of all Council business.

A strategic approach to Customer Experience will empower enable and track the Council’s ambition to deliver a consistently positive customer experience by 2021 and beyond.

Determining customer needs, delivering services and solving problems quickly will lead to a good lasting impression and satisfied customers.

Reducing unnecessary enquiries (failure demand) will ensure that resources can be directed to achieving a more positive customer experience.

Our assessment of where we are will include the establishment of an organisation wide baseline, an improved set of measures and the promotion and use of the customer experience maturity assessment framework.

Assessing maturity identifies the step changes required to improve and reach the level 5 – Gold rating, which will evidence an organisation with a fully embedded ethos of a positive customer experience:

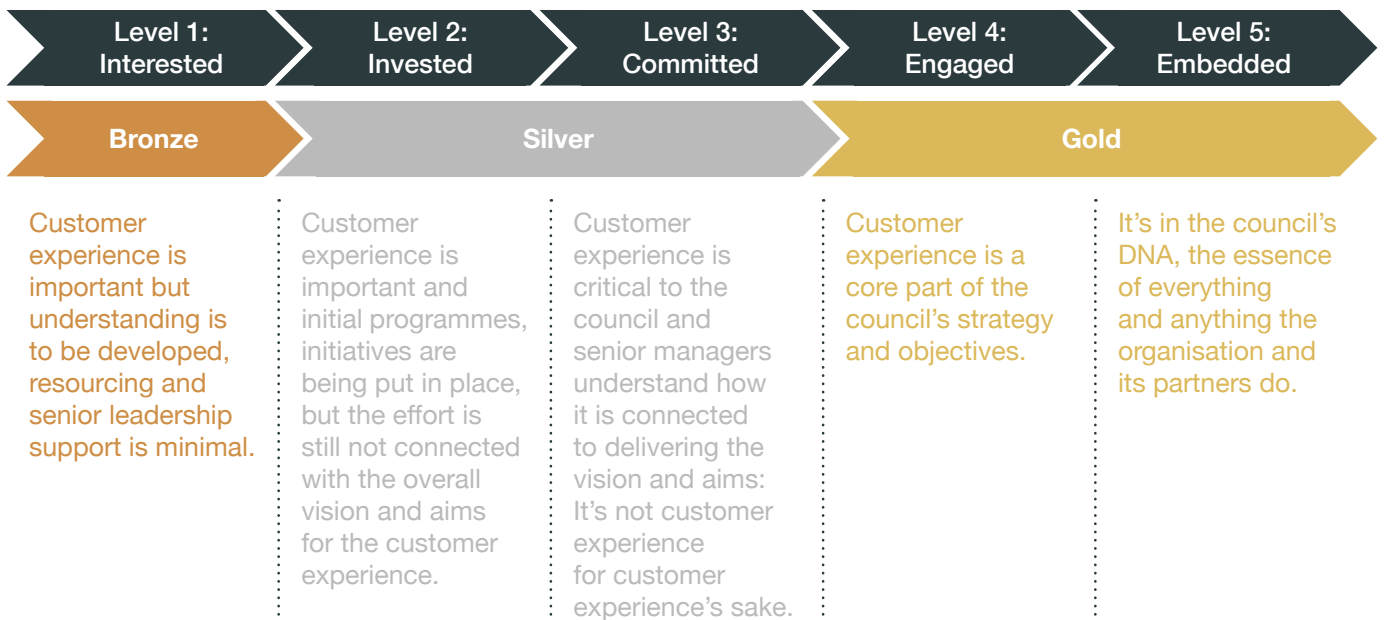


Diagram 1

This strategy articulates one of Enfield’s top priorities and aligns with the new corporate vision of “*creating a lifetime of opportunities in Enfield*”.

This strategy sets out the Customer Experience vision and demonstrates how the Council will develop – through practical application – a methodology and approach to service improvement which will continue from now until 2021.

It will inform and influence other strategies that drive our business and goes hand in hand with the launch of The Customer Promise.

This strategy challenges the traditional approach to managing a Council as it aims to “disrupt” Council silos and test customer experiences across a range of customer journeys from the customer perspective. This approach complements the findings of Cultural Audit and the aspirations of both Councillors and staff.

Within the context of this strategy customers are defined as anyone who lives, works or visits the borough of Enfield – residents, businesses, partners, Councillors and internal Council service users.

During the “discovery” phase of this strategy, we established:

1. The intention for a positive customer experience to become embedded as part of the DNA of the organisation applying it to all transactions both with local residents, businesses partners and internal services. It will be tightly woven into the organisational culture and fully embedded by user-friendly technology, co-designed with its customers. From a Customer Experience Staff Engagement Board, we intend to promote a “golden thread” enabling the customer experience to be woven from the high level corporate vision, through current services, teams and onwards to individuals behaviours.
2. The Council knows its approach needs to be more targeted towards tackling some of the borough’s more complex demand led issues and future budget pressures, particularly on high-cost services for vulnerable residents.
3. The complementary strategies for ICT & Digital and the ICT Infrastructure enable the Enfield customer to access world class digital infrastructure, stimulating our economy and making Enfield a prime destination for businesses.
4. This strategy, whilst building on behavioural and cultural change within the Council, must also support existing initiatives in service delivery, e.g. the emerging use of customer insight. The suggested continuous improvement model captures both the organisational culture and behaviours, linking directly to the findings of the Cultural Audit and the use of the resources provided by the Institute of Customer Service (ICS).

Recommendations:

1. Explore and develop the service improvement methodology and manager’s toolkit by undertaking three customer experience reviews which will examine in depth, three “customer journeys”. The first two areas have been chosen as a priority, as there is high volume demand for these services from local residents. The third area presents an opportunity to review the experience of new Council employees in terms of application, welcome, induction and key messages:
 - “I want a repair to my Council home”
 - “I want to make a planning application”
 - “I want to recruit and induct a new member of staff” (internal customer).
2. Learn lessons from the initial Customer Experience reviews:
 - Implement any changes to the suggested methodology and the emerging toolkit used for baselining and delivering continuous improvement.
3. Specific application:
 - Develop and agree an initial one-year customer experience action plan, developing forward plans for a series of other “customer journeys” (to be chosen).
 - Lessons learned will inform the plans for 2019-2021.
4. Embed the philosophy and ethos of the customer experience vision and the Customer Promise:
 - Communicate this strategy across the Council, service delivery partners and contractors so there is a level of awareness and education about how it impacts at a corporate, service, team and individual level.
 - From April 2019 – agree to implement the golden thread of customer experience through the Council’s service planning mechanisms.
 - Use a Customer Experience Staff Engagement Board to champion the Customer Experience Strategy; contextualised within the new corporate vision, communicate the Customer Experience vision, Customer Promise and help the Council to realise its ambition.

WHO ARE OUR CUSTOMERS?

The Council's borough profile highlights that with our rich heritage and diverse community, customers (in any sense of definition) come to Enfield from many different places.

A London borough with a proud history, great architecture and open spaces, a lively cultural offer and links to national motorway routes make Enfield an appealing place to visit. The borough is about 12 miles by road from the centre of London and has good transport links in to and out of the capital. The borough's population is estimated to be 331,395 (Office for National Statistics - 2016), making Enfield the 5th largest of the 33 London boroughs, whose combined population is 8.6 million people.

The Council's community is distinguished by the comparatively high proportion of young and older people living in the borough. Children and young people, make-up 23% of the population, the 4th highest proportion in London, while older people aged 65 or over make-up, nearly 13% of residents, the 11th highest in London.

The Council's community is richly diverse, with an estimated 35% from White British backgrounds, with Other White groups at 25%, Other Ethnic Groups at 6%, Mixed Groups at 5%, Asian Groups at 10% and Black groups at 18%. Over 178 languages or dialects are being spoken by pupils who live in Enfield. The proportion of pupils whose first language was known or believed not to be English was 46%. In 2015 the estimated percentage of adults who speak English at home was 69%.

Customer statistics along with the emerging use of customer insight and data analytics, will inform the themes chosen to explore and improve the customer experience.

The borough's profile¹ highlights the various groups and varying needs and solutions we must explore with our community and customers, to meet their needs and deliver a positive customer experience. We are working with our partners to address the issues and problems our residents face; providing employment and skills opportunities, as well as affordable child care, housing solutions and support in other related issues.

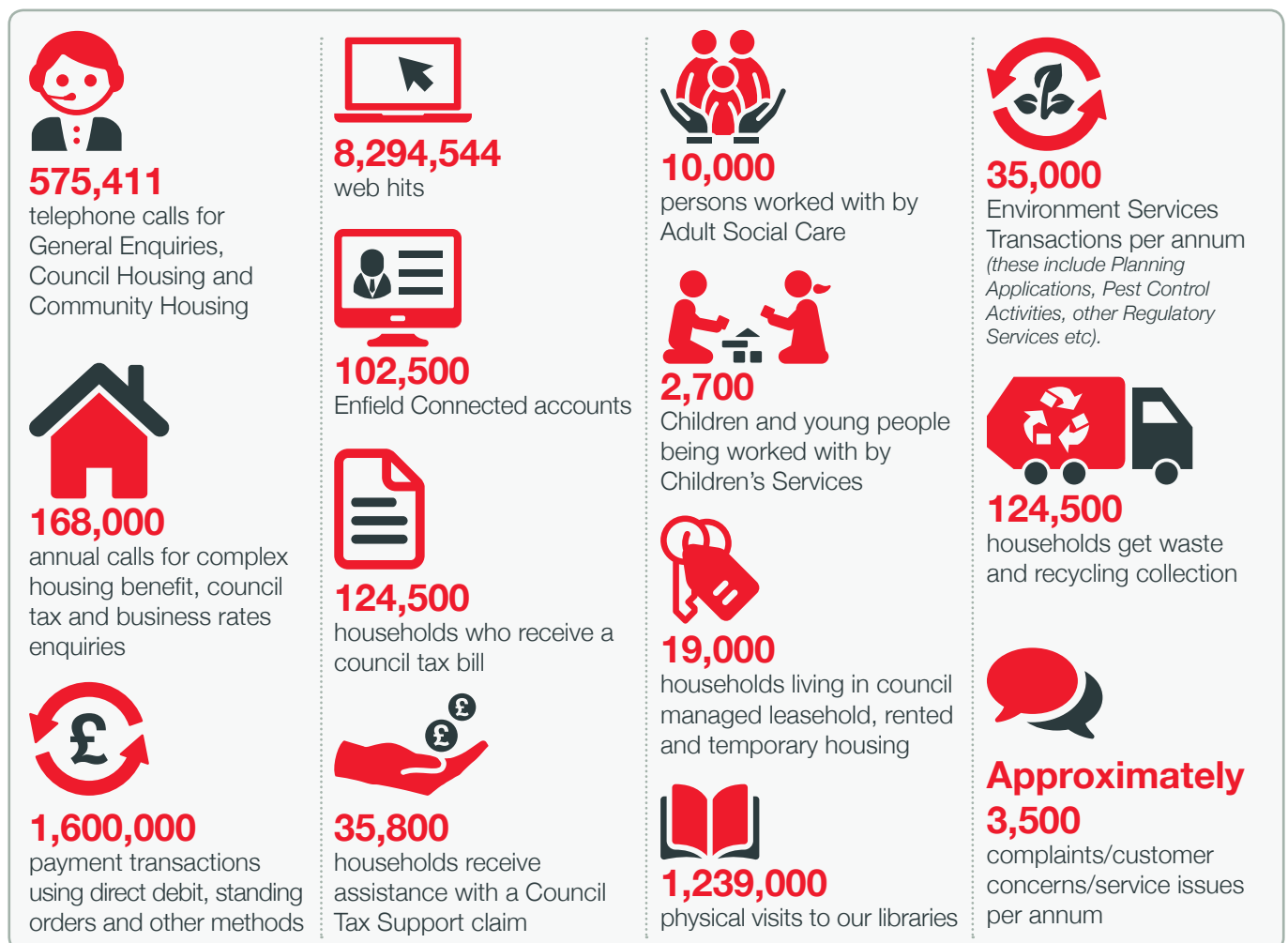
From a customer experience perspective, we have invested in the tools to have sufficient customer insight to understand both how and why our customers access services and interact with us and to build a responsive picture to meet the needs of our residents, during 'single issue service requests' or 'life event' needs. **Within the context of this strategy customers are defined as residents, businesses, partners and internal Council services.**

¹ <https://new.enfield.gov.uk/services/your-council/about-enfield/borough-and-wards-profiles/about-enfield--information-borough-profile-2017.pdf>

WHAT DO WE KNOW ABOUT OUR CURRENT CUSTOMER EXPERIENCE?

Delivering services to local businesses and residents, enabling people to report and request services, dealing with enquiries across all service channels and enabling people to access information, is big business for the Council.

The following information about customers and customer transactions gives a flavour of the number of interactions handled by the Council during financial year 2017/18:



Council managed housing, council tax, benefits and waste services are identified as areas the highest customer demand.

The ability to transact easily and effectively with the Council is an organisational priority, getting it right provides the opportunity for efficient service delivery, but getting it wrong consumes resources and impacts on satisfaction with the Council and its services.

By adopting a 'values based' approach, we have set out the behaviours expected from our staff and contractors, in which the step by step interaction – from the first point of contact to resolution – delivers our promise and a satisfactory outcome is achieved for our customers.

Good internal customer service between teams within the Council, sets the context for colleagues who deal directly with the public and local businesses. It also links with the findings from the cultural audit, and should improve staff feelings of being listened to and wanting to enact change.

CORPORATE VISION AND GOLDEN THREAD

‘Creating a lifetime of opportunities in Enfield’

This strategy is a key delivery component of the Corporate Vision. The diagram below highlights the parts of the Vision articulated through the Corporate Plan, in which ‘the people and the place’ are supported by three headline strategic priorities and have inputted into this strategy.



Diagram 2

The Corporate Plan Guiding Principles highlight key customer experience outcomes which underpin our strategic priorities, specifically:

- Our communication with our customers will be two way - we will be responsive, consistent and effective in our communications but we will also establish mechanisms to listen carefully to our customers and use this information to continuously improve our services.
- We will be open and transparent about what is available, what our service standards are and where advice can be sought, we will also engage and work collaboratively to evaluate services to achieve improvement in our customer experience.
- Working smartly with our customers, valuing the workforce and developing new partnerships to deliver effective and efficient services, we will deliver better outcomes.

The council has three strategies that define a coherent approach to the delivery of these aspects of the corporate plan. These strategies – Customer Experience, Digital and ICT, Digital Infrastructure – all aligned to produce a coherent and integrated strategic approach.

A golden thread will tie the corporate aspirations through business planning to teams and individuals delivering services, this will enable and deliver a positive customer experience across the whole Council.

CUSTOMER PROMISE

Originating from work undertaken with 178 colleagues and customers, the Council set about developing a Customer Promise, which will support the achievement of the Customer Experience Vision. Following on from this, a further 140 local people were canvassed on their views and the following statements of intent / preferred behaviours were finalised. Once formally launched, this Customer Promise commits us, as a whole organisation to be:

1. **friendly and helpful,**
2. **honest and respectful,**
3. **professional and courteous.**

This will be reviewed after a year of operation.

A DIGITAL AND ICT STRATEGY 2018-2021

The Council's Digital and ICT Strategy sets out how customer-centric council services are underpinned and supported by ICT and digital services. Its purpose is to improve the customer experience of individual customers, businesses, and employees through enabling a digital workforce, operating seamlessly through systems that meet our customers' needs. Its three main strategic themes are:

- **Empowered/Self-sufficient Customer** – supporting initiatives within the Council, which enable users to succeed the first time they engage with services, including through the use of assisted technologies, encouraging and enabling self-service options which is particularly important at this time of stretched resources.
- **Enabled Employee** – providing staff with the tools, skills and capabilities that improve efficiency, flexibility and productivity.
- **Capable Organisation** – investing in core underpinning ICT infrastructure, and in the data tools that enable the organisation to extract the intelligence needed to inform strategic decision-making.

A DIGITAL INFRASTRUCTURE STRATEGY

A Digital and Infrastructure strategy is in development and represents a key strategy which will complement both the Customer Experience Strategy and the Digital and ICT Strategy. By addressing the need for a robust, high performing and secure digital infrastructure for the borough. This will make sure that local people, existing and new businesses will benefit from accessing the latest digital technology, creating 'Digital Enfield', improving the customer experience, increasing the quality of life and helping to transform the local economy. The strategy will aim to:

- Create 'the right environment for businesses to prosper with world class infrastructure and access to the right skills and networks'.
- Provide opportunities for our communities to gain new skills and benefit from high quality digital services.
- Support our ambitions to provide for a positive customer experience.

LINKS TO THE CULTURAL AUDIT

The Cultural Audit was undertaken in late 2017. Staff across the organisation identified an ideal culture they believe will help them maximise their contribution to the organisation and improve their work efficiency levels. They believe it will enhance the quality of services provided and is consistent with the organisation's corporate aims and values.

There is recognition that it will require teamwork and also that the change is practical and realistic. This strategy gives a framework that will enable some changes that staff wish to see across the organisation.

This strategy will help to address the largest gaps in behaviour identified between the 'Actual' and the 'Ideal' cultures which are:

- **Self-actualising (we need to increase):** gain enjoyment from our work and personal development; take on new and interesting activities
- **Conventional (we need to reduce):** don't be afraid to challenge the status quo and embrace creativity and new ideas
- **Humanistic-Encouraging (we need to increase):** being supportive, helpful, and interested in the suggestions and ideas of others.

The thematic recommendations of this Customer Experience strategy will disrupt silo working, encouraging and enabling cross service and inter-departmental working.

Building on the findings of the Cultural Audit, staff believe the organisation has the opportunity to further improve services to external customers, and residents. Harnessing this feedback from staff, and working across the Council, action will be taken to:

- Improve the Council's reputation for superior customer services.
- Create consistency around the quality of products and services provided.
- Work to achieve a better fit regarding customer expectations.
- Improve staff confidence in the services that they are providing services.

A finding from the Cultural audit is;

"Customer Experience Focus: *staff 'think that they are relied upon to provide information about customers' needs. Most, but not all, feel that their department is responsible for ensuring customer satisfaction.'*

This provides a clear and welcome opportunity for:

- A more clearly defined and articulated vision, mission and values for the services provided by the organisation.
- The opportunity to reward and reinforce behaviours that are consistent with the organisation's values.
- Creation of mechanisms that enable staff throughout the organisation to constructively change and improve it.

The governance that we have put in place for the customer experience programme while looking at specific customer journeys, is working across silos. A Staff Engagement Board will drive this from the bottom up, and the new ICS self-managed learning modules will also support people championing the changes – the intention is to gain understanding and input from staff across all service areas.

CUSTOMER EXPERIENCE VISION

140 local people were presented seven vision statements and asked to state a preference. From this consultation the following statement drew a strong preference; ‘**Delivering a positive customer experience**’.

Positive customer experiences reflect good customer service interactions; the vision sets the context for colleagues who deal directly with the public and local businesses. If we can’t help, then we will tell our customers and offer alternative solutions or direct them to where they may get assistance, if available. This requires us to draw on our ‘knowledge’ by creating a knowledge base of what is available both within, across services and in the community and by other providers. Great communication and partnership working with the third sector and other public and private sector partners in Enfield is also essential for accurate and up to date signposting and advice. It is not the intention of the strategy to build unrealistic expectations for our customers, rather to encourage and enabling self-help wherever possible.

The Council will develop a single resource directory to support this intention, ensuring that up to date and relevant information is available, wherever it is requested.

We are working continuously to realise the Customer Experience vision by putting customers at the heart of everything we do. We have developed a set of customer experience values which articulate the behaviours and expectations we expect of our staff towards all our customers. These are integral to the Customer Experience “golden thread”, and address some of the findings from the cultural audit.

Take Responsibility	Open, *Honest and Respectful	Work Together to Find Solutions	Listen and Learn
<ul style="list-style-type: none"> Accept responsibility for service delivery Set out clear and complete information about our services Fulfil our customer promises Set clear expectations about service delivery Deliver what has been promised Make available quality information about services Keep information clear, relevant and up to date 	<ul style="list-style-type: none"> Be open and honest in dealings with customers Act morally and ethically *Be friendly and helpful *Be professional and courteous Be clear and concise Be transparent in communications 	<ul style="list-style-type: none"> Identify solutions to address customer concerns Actively seek to resolve customer concerns Review and expand communication channels 	<ul style="list-style-type: none"> Enable customers to give feedback on processes and services Listen to and reflect on customer concerns Acknowledge customer concerns Understand the customer’s point of view

**The Customer Promise*

Table 1

The golden thread will ensure that these values are integrated into the Council’s service delivery plans to improve the customer experience.

These commitments deliver the Council’s principles and enable us to measure our performance using both the customer experience dashboard and individual service metrics (where appropriate) against the Customer Promise that we have adopted.

IMPLEMENTATION APPROACH AND METHODOLOGY

The Council will adopt an agile approach to implementing this strategy.

The establishment of organisation wide performance measures, which will capture relevant performance indicators across a range of service areas, will enable key stakeholders to have access to up to date performance information ‘at a glance’.

The use of industry standard Customer Experience Maturity Assessments will be promoted to create the baseline against which improvement will be measured. Maturity Assessments will enable the Council to understand where we are on our journey towards providing a positive customer experience.

Using the Maturity Assessment model, a series of standards and questions are applied across a service area, or segment of services associated with a ‘life event’ or customer journey theme.

This will be a self-assessment, informing the level services are at, from an award of Bronze, Silver or Gold level.

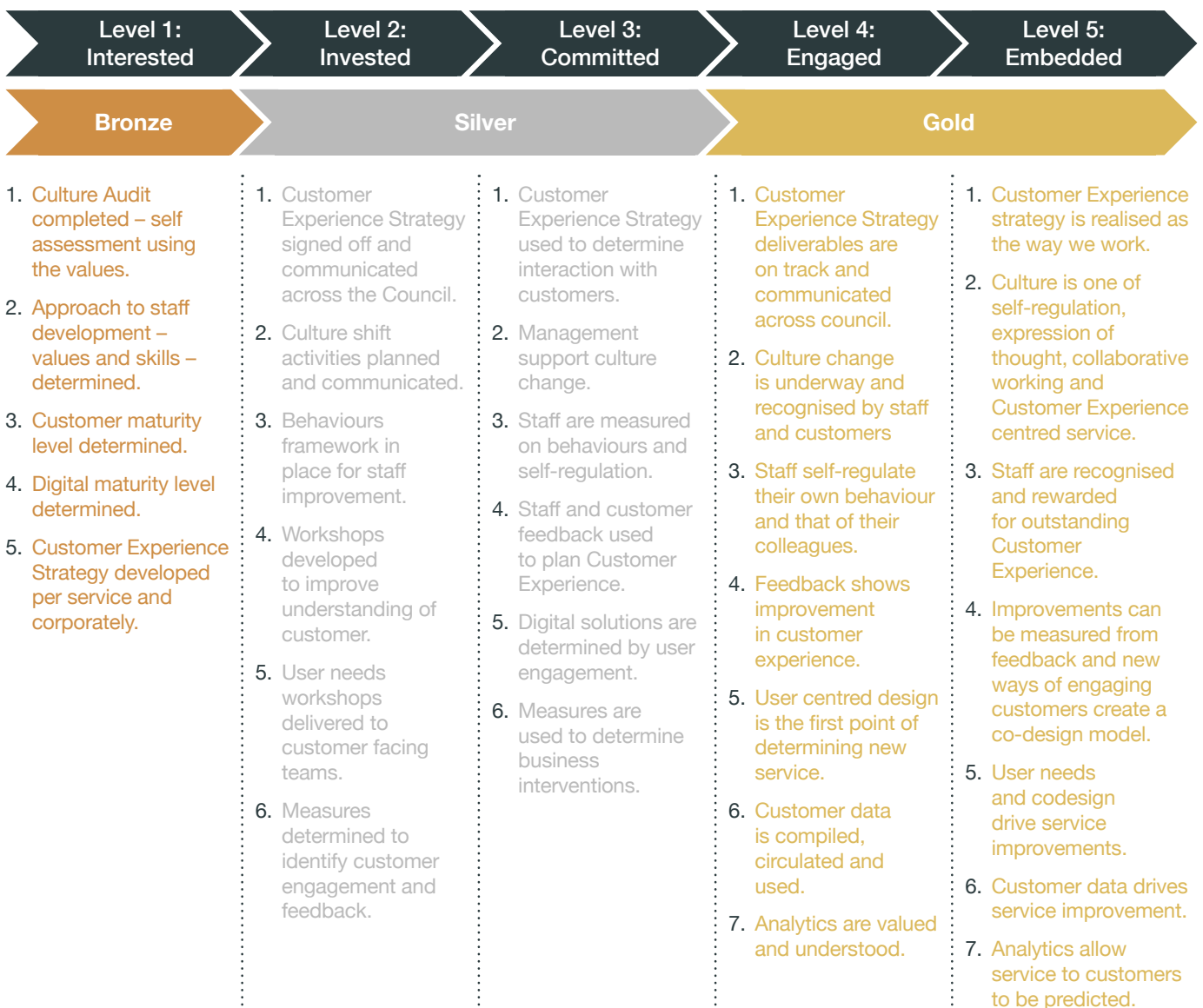


Diagram 3

The categories for maturity assessment have been developed to support an 'Enfield centric' approach and create a baseline against which improvements to the customer experience can be evidenced.

The following table demonstrates the approach to gain a high level understanding of the assessment, with the attributes looked for in each "service" level:

Core aspect of Customer Experience	Articulated by
Customer Understanding	Holds an accurate picture of the target customers and sets out the experience that they expect.
Measurement	Measures and tracks the customer experience to identify new problems and point out areas to continuously improve.
Management	Analyses the customer experience metrics and makes decisions that drive customer improvement projects and customer experience design.
Design	Follows a standard design process to develop and improve customer experiences.
Process	Understands, maps and improves the processes that impact on a positive customer experience.
Technology	Constantly seeks out, evaluates and implements new technology to improve the customer experience.
Culture and Organisation	Hires and trains employees to deliver a positive customer experience, recognising and rewarding good performance against agreed customer experience metrics.

Table 2

Each service area will gain an initial 'score', with a set of actions to progress to the next level.

Once adopted, implementation will require a multi-disciplinary approach encompassing a cross service business analyst skillset, subject matter experts, external benchmarking where available and sufficient prioritisation from the relevant management team to make time within the work programme for change to happen.

MEASURING IMPROVEMENT

To create a roadmap for improvement, it is important to understand where the council is now and to provide a framework by which improvement outcomes can be defined and measured. We will use elements of the maturity model and performance measures to identify the starting points for the various strategic components.

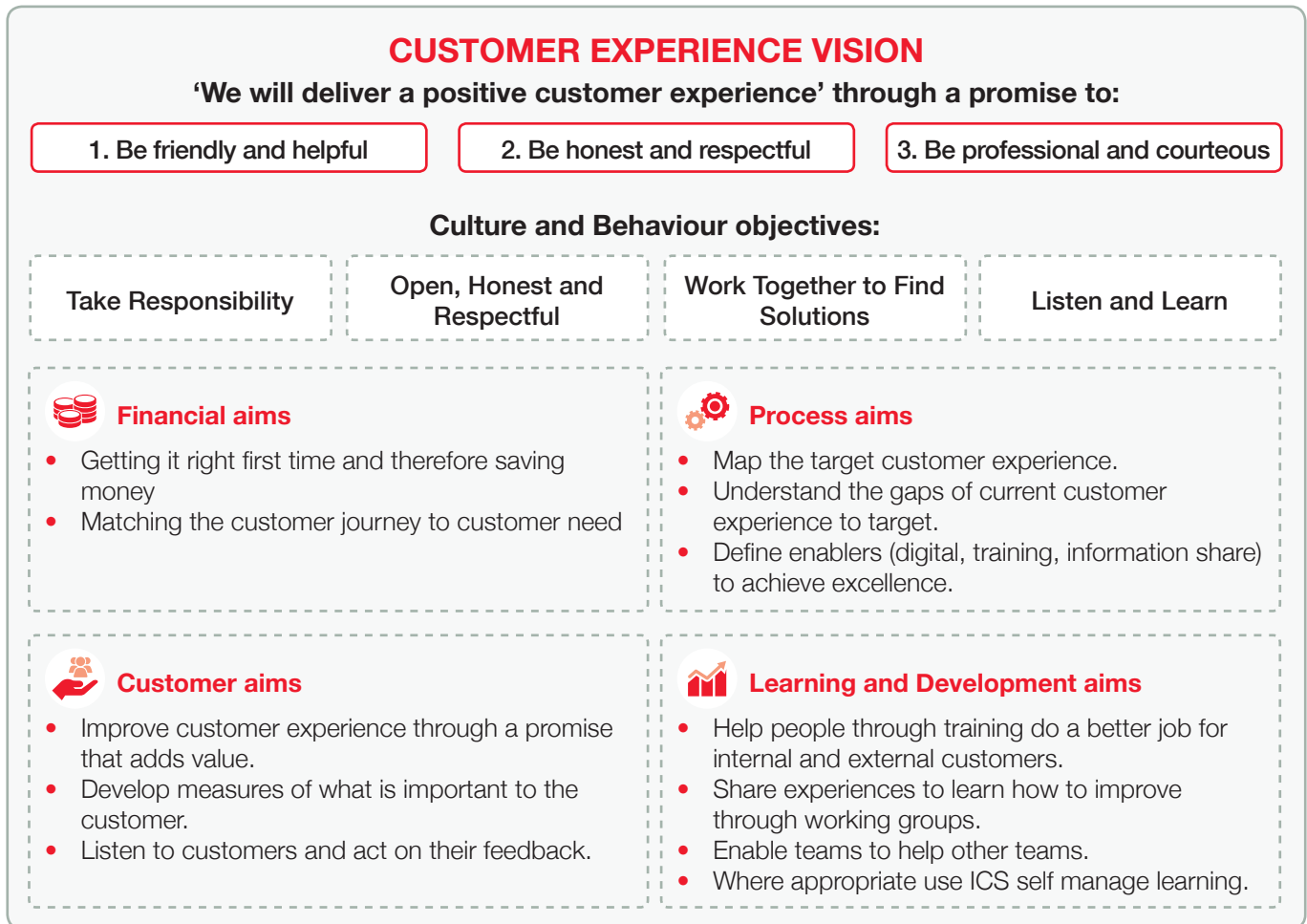


Diagram 4

Specific and meaningful customer experience measures relevant to the service areas will need to be developed, linked to delivery of the overall objectives. This approach will enable us to demonstrate improvement in customer experience at corporate and service level, as well as evidencing improvements across the whole Council.

We will develop user and customer experience testing protocols with all of our software and digital development. This will help us to make the smartest use of our investments. We will also continue to automate customer transactions and develop easy to use self- service options wherever possible, within existing and new systems.

Measures will apply to both internal and external services, as well as contractors or other models of service delivery funded to provide services to customers.

This approach will be the Council to develop the “golden thread” from the Corporate Vision right through the organisation. This approach will enable us to:

- Improve our understanding of each element of a customer journey
- Create a baseline for department / team / service
- Agree targets and terms for measurement annually (SMART)
- Set out timescales for improvement

We will also need to ensure that other strategically important areas (such as HR, ICT and digital) are focused on enabling a positive customer experience for our internal customers.

MEASURING THE CUSTOMER EXPERIENCE – INTERNAL AND EXTERNAL

The council is interested in knowing and measuring the customer experience. To truly know what type of experience our customers are having we need to qualitatively measure the experience by:

- Capturing customer satisfaction levels
- Using the 'net promoter score' where appropriate
- Assessing the ease of effort to access services.
- Establishing qualitative measurement against the elements of the Customer Promise.

The measures proposed as the Customer Experience reviews roll out across the organisation must align with the vision and behavioural objectives. Engaging residents in defining and developing services through focus groups, phone surveys etc. will give us a rounder richer understanding of the customer experience. The following table sets out some examples of Customer Experience measures.

Example: Customer Experience Vision Culture and Behaviour Objectives					
Examples of Customer Satisfaction questions	Measure	Net promoter question (where appropriate)	Measure	Customer effort question	Measure
How satisfied were you with the overall experience?	Satisfaction / Dissatisfaction levels	On a scale of 1-10 how much better (or worse) was your experience of our service/s compared to what you expected? Would you recommend our services?	1 being lowest and 10 being the highest score	How easy was it for you to resolve your issue?	1 being lowest and 10 being the highest score
How would you rate your overall experience today?	Poor / Fair/ Good / Excellent				
How flexible were we at providing an answer to complex questions?	Satisfaction / Dissatisfaction levels				
Were you able to complete the purpose of your visit today?	Yes / No / Partially				

Table 3

PILOTING THE APPROACH – MATURITY ASSESSMENT

In the Discovery phase, a pilot review of HR Recruitment was trialed with the Head of Human Resources and Operations and internal customer experience observations were captured from the Executive Director of Resources.

The write up for this piece of work is extensive and can be found as background paper number 1.

The recommendations from this pilot work carried forward into the implementation of the Council's Customer Experience strategy are:

- Continue the use of 'life events' / 'customer journeys' to assess the maturity of different services.
- Development of assessment measures where improvement can be achieved but recognise the constraints of financial pressures, e.g. 'level 3 – accepted'; and 'level 4/5 – only possible with significant investment'.
- Change the order of the maturity assessment model whereby future workshops are conducted with the assessment of easily understood elements first; such as process, technology, management and measurement. This recommendation is made in the context of the delivery of the Customer Experience Strategy still being at a comparatively early stage.
- Identify service standards which describe a 'good' and 'excellent' customer experience.
- The development of specific actions to state what the required improvement level would look like and what needs to happen to achieve it.

In future Customer Experience reviews and the implementation improvement work should consider the use of classic service review techniques, with the following steps used to understand the 'As Is' customer experience:

No	Step
1	Collect relevant data on customer satisfaction, complaints, service specific surveys etc. and use this to understand the current service position (As Is).
2	Map the customer journey from start to end for the "life event" (For example; the schools admissions process, adult social care services avenues, advice and information routes and alternatives service offers etc.).
3	Undertake a 'life events' service maturity assessment to establish the level of maturity of the council in delivering the 'life events' needs of the customer – as a 'peer' review self-assessment with the relevant services.
4	Establish what excellent looks like; evidence of core requirements, policies, procedures, standards, accreditations, awards etc. and how each score for the relevant service in the customer journey contributes to an overall score for the way in which the council responds to the "life event". A score out of 1-5, with a rating of Bronze/Silver/Gold.
5	Identify the gaps in reaching 'excellence' in the customer experience for the "life event" being assessed.
6	Translate this in to what excellence looks like. Identify improvements for the whole organisation – department, service, teams and individual and;
7	Develop an action plan for achieving an 'excellent' maturity rating, with timescales and owners identified across the organisation.

Table 4

APPENDIX 1: SUMMARY OF CORPORATE PLAN

THE PEOPLE AND THE PLACE

Delivering for everyone in Enfield over the next four years:



Good homes in well-connected neighbourhoods

- Deliver regeneration to create thriving, affordable neighbourhoods and places.
- Increase the supply of affordable housing including ownership, private rent, council housing and other social rent.
- Drive investment in rail, roads and cycling infrastructure to improve connectivity and support economic development.
- Create an enterprising environment for businesses to prosper with world-class digital infrastructure and access to the right skills and networks.



Build our local economy to create a thriving place

- Work with local businesses and partners to develop a strong and competitive local economy and vibrant town centres that benefit all residents.
- Support residents to take more responsibility and play a greater role in developing active communities.
- Enable people to reach their potential through access to high quality schools and learning; and create more opportunities for training and employment.
- Embrace our diversity, culture and heritage and work on reducing inequalities to make Enfield a place for people to enjoy from childhood to old age.



Sustain strong and healthy communities

- Protect those most in need by continuing to deliver the services and safeguarding measures they rely on.
- Work smartly with our partners and other service providers so that as many people as possible are able to live independent and full lives.
- Build measures into all our strategies and projects that will help improve people's health.
- Work with partners to protect the local urban and green environment and make Enfield a safer place by tackling all types of crime and anti-social behaviour.

OUR GUIDING PRINCIPLES

We will:



Communicate with you

- Be responsive, effective and consistent in our communications with residents.
- Listen carefully to what our residents need and use this information to improve our services.
- Promote Enfield widely to ensure that the Borough receives the maximum benefit from national, regional and sub-regional programmes.



Work with you

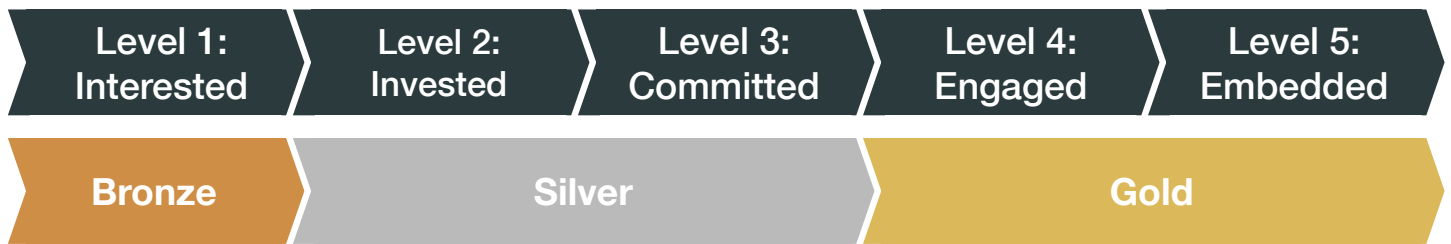
- Be open and transparent about what we are able to deliver.
- Engage with residents to measure and evaluate our services.
- Collaborate across the Borough and beyond to develop new ways of working.
- Value the workforce across the Borough and enable them to deliver services effectively and efficiently.



Work smartly for you

- Target resources smartly and reinvest income wisely to deliver excellent value for money and reduce inequality.
- Develop new partnerships across the public, private, voluntary and community sectors to deliver better outcomes for residents.
- Increase access to digital services and transactions and make better use of data to understand the needs of our residents.

APPENDIX 2: MATURITY MODEL



- | Level 1: Interested | Level 2: Invested | Level 3: Committed | Level 4: Engaged | Level 5: Embedded |
|---|--|--|--|---|
| <ol style="list-style-type: none"> 1. Culture Audit completed – self assessment using the values. 2. Approach to staff development – values and skills – determined. 3. Customer maturity level determined. 4. Digital maturity level determined. 5. Customer Experience Strategy developed per service and corporately. | <ol style="list-style-type: none"> 1. Customer Experience Strategy signed off and communicated across the Council. 2. Culture shift activities planned and communicated. 3. Behaviours framework in place for staff improvement. 4. Workshops developed to improve understanding of customer. 5. User needs workshops delivered to customer facing teams. 6. Measures determined to identify customer engagement and feedback. | <ol style="list-style-type: none"> 1. Customer Experience Strategy used to determine interaction with customers. 2. Management support culture change. 3. Staff are measured on behaviours and self-regulation. 4. Staff and customer feedback used to plan Customer Experience. 5. Digital solutions are determined by user engagement. 6. Measures are used to determine business interventions. | <ol style="list-style-type: none"> 1. Customer Experience Strategy deliverables are on track and communicated across council. 2. Culture change is underway and recognised by staff and customers 3. Staff self-regulate their own behaviour and that of their colleagues. 4. Feedback shows improvement in customer experience. 5. User centred design is the first point of determining new service. 6. Customer data is compiled, circulated and used. 7. Analytics are valued and understood. | <ol style="list-style-type: none"> 1. Customer Experience strategy is realised as the way we work. 2. Culture is one of self-regulation, expression of thought, collaborative working and Customer Experience centred service. 3. Staff are recognised and rewarded for outstanding Customer Experience. 4. Improvements can be measured from feedback and new ways of engaging customers create a co-design model. 5. User needs and codesign drive service improvements. 6. Customer data drives service improvement. 7. Analytics allow service to customers to be predicted. |

OVERVIEW AND SCRUTINY WORK PROGRAMME 2018/19

The Role of Scrutiny in Meeting the Public Sector Equality Duty

The Overview and Scrutiny Committee has a key role to play in ensuring that the Council meets all the statutory duties under the Public Sector Equality Duty of the Equality Act 2010, particularly in ensuring that the authority has due regard to the needs of diverse groups when designing, evaluating and delivering services in order to –

- eliminate unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

In order to do this, the Overview and Scrutiny Committee will scrutinise the Council's Equality and Diversity Action Plan and Annual Achievement Report each year to monitor the Authority's performance. The OS Committee will be flexible enough to pick up on issues of inequality, wherever they arise in the Council work programme, or to delegate to individual workstreams for investigation. OSC has a key role in providing a 'critical friend' challenge to the Council's strategic equality objectives and scrutinising performance in delivering those objectives.

In addition, as part of their normal work programme, each workstream will (where relevant and proportionate) -

- request information about the equality impact assessments/analyses that have been undertaken whenever discussing proposals for new policies or future plans, or for current services, to inform their comments on those proposals or services
- examine these assessments/analyses of impact in detail to check if they are robust and have been developed based on strong evidence and appropriate engagement
- question and consider whether appropriate people have been involved and engaged in developing equality objectives and plans, and when assessing the impact of policies and proposals.
- when procurement award criteria and contracts are determined, consider whether or not specific equality stipulations are required
- Scrutiny may also wish to investigate the accessibility of equality and other published documents, asking questions such as –
 - what is done to promote these documents?
 - what languages or formats is the information available in?
 - which documents are most regularly required?
 - how aware are the public of the Authority's equality plans and performance?

OVERVIEW AND SCRUTINY WORK PROGRAMME 2018/19

WORK	12 June (Planning)	12 July	26 th July	5 Sept	7 Nov	15 Jan	12 Feb	03 April
Date papers to be with Scrutiny Team		3 rd July	17 th July	24 th August	29 October	4 January	1 February	25 March
Specific Topics:								
Leader/ Cabinet Member			Leader-discussion item	Cabinet Member for Environment-Discussion item				
Meridian Water							Report	
Pre Decision scrutiny								
Genotin Road Carpark	Report							
Safeguarding Adults Strategy consultation 2018-23		Report						
Homelessness Strategy					Report			
Customer Experience Strategy								
Budget					Report			
Housing Repairs and Maintenance								
Standing Items								
Children's and Young People's Issues				Monitoring Items: Fostering & Adoption/IRO/LADO / Annual LSCB report	Children's Social Care Self - evaluation		Local Offer for Leaving Care	Regional Adoption agency Annual Complaints Report for Children's Social Care & Adult Social Care

OVERVIEW AND SCRUTINY WORK PROGRAMME 2018/19

WORK	12 June (Planning)	12 July	26 th July	5 Sept	7 Nov	15 Jan	12 Feb	03 April
Monitoring/Updates								
Scrutiny Involvement in Budget Consultation 18/19						Budget Meeting		
Safeguarding Annual Report - Adults Services					Report			
Speech & Language Therapy							Update on the scrutiny workstream recommendations	
Housing Repairs					Update report on Scrutiny Workstream recommendations and current performance on Housing Repairs			
Human Trafficking								Update on Scrutiny Workstream recommendations
Annual Corporate Complaints Report								Report
Customer Experience								
Work Programme								
Setting the Overview & Scrutiny Annual Work Programme 2018/19	Agree Work Programme and discuss workstreams	Finalise workstreams						
Selection of New Workstreams for 2018/19	Discuss new Workstreams	Finalise new workstreams						

Note: Provisional call-in dates: - 13th September, 11th October, 8th November, 6th and 20th December, 7th February, 12th and 26th March, 11th April.
These dates may also be used for pre-decision scrutiny as necessary.

Please note that the above programme may be subject to change during the course of the year

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