

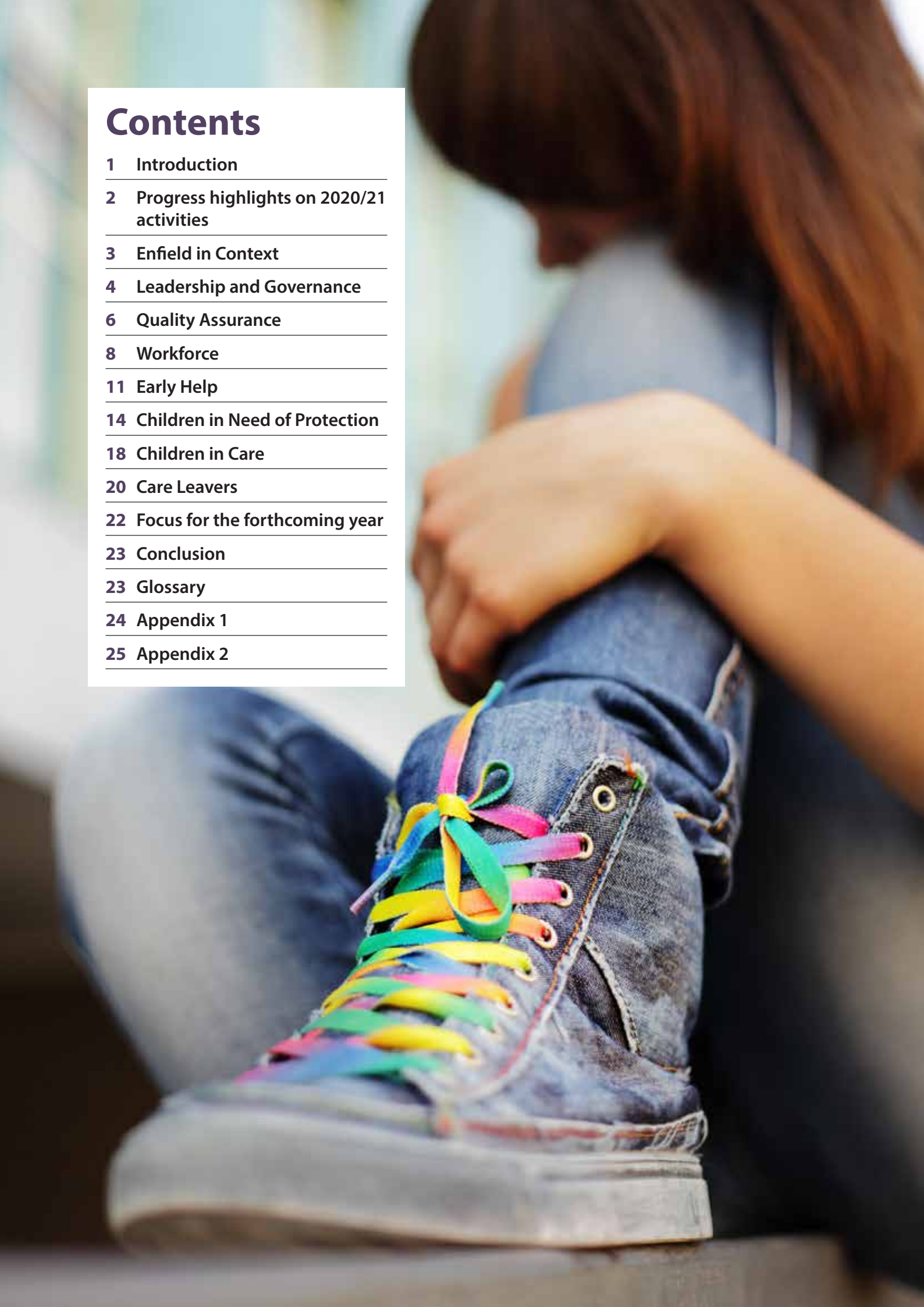


Enfield Children and Family Services SELF EVALUATION 1st April 2020 – 31st March 2021



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Introduction

In a year affected by a global pandemic (Covid-19) which led to national lockdowns and significant restrictions in movement across the country, we have continued to deliver responsive and effective services, whilst balancing the need to safeguard children and keeping staff safe.

Due to the restrictions, practitioners used a range of approaches to support the families they worked with, in addition, additional services were put in place for children and young people, foster carers and those in semi-independent provision to help them to manage the impact of lock down and the pandemic.

The lockdowns presented a number of issues, such as restricted access to health services, family and criminal court backlogs and the loss of education for many children and young people. As restrictions ease, work is underway to respond to the delays caused by the pandemic.

This year also accelerated our use of digital platforms, in some cases leading to greater participation in multi-agency meetings and training sessions. The new ways of working also provided opportunities to have flexible working arrangements and practitioners became more adaptable and IT confident.

This year also brought to the forefront issues of equality, diversity and inclusion triggered by the Black Lives Matter protests, the killing of George Floyd and an increase in hate crime which resulted in frank conversations at all levels and a refocus on anti-racist and anti-discriminatory practices and training. A disproportionality analysis of the journey of the child in Enfield was undertaken and learning disseminated within children and families services and the Enfield Targeted Youth Engagement Board (ETYEB) to inform local action.

The pandemic impacted on our ability to achieve all the areas we intended to focus on this year, this self-evaluation report provides a summary of our achievements, focuses on the quality and impact of social work practice throughout this unique year and provides a picture of current practice, service delivery and areas for future focus.

The data within this report is for the period April 2020 to March 2021 unless otherwise stated.

Progress highlights on 2020/21 activities

- Throughout 2020/21, leaders responded to the emergence of Covid-19 ensuring services continued balancing the duty to safeguard children and the welfare of staff.

- Comprehensive leadership and management programmes were commissioned for middle managers as an integral part of our succession planning.

- Audit moderation processes were reviewed, and adjustments were made to more effectively evidence the quality of practice and to ensure a keener focus on the voice of children and families and to track the progress of audit actions.

- Work to embed a Trauma Informed Practice (TIP) approach to working with families, began with the commissioning of TIP training, delivered across children services, in partnership with the police.

- The ASYE moderation panel was reviewed and a new cohort system was piloted streamlining the processes and developing a clearer accountability framework for newly qualified social workers.

- The social work apprenticeship and 'Firstline' management programme commenced in 2020.

- A new early help strategy was launched.

- The local contextual safeguarding response was strengthened, with a redesign of services and development of a new adolescent service and the integration of multi-agency panels.

- The increase in domestic abuse during the lockdowns, led to the setting up of a multi-agency domestic abuse hub and free- phone helpline in May 2020, there were 195 calls received by the end of the year (March 2021).

- The Edge of Care Service was launched.

- Services promoted education attainment and attendance at school to minimise any lost learning, with regular check in calls with families, schools and foster carers.

- There was a focus on ensuring all children and young people in long term care understood their life histories and support was provided where required.

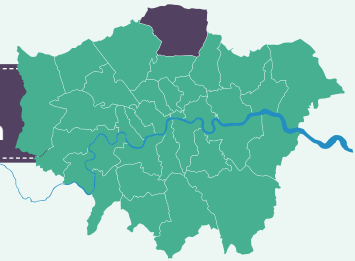
- Care leavers emotional wellbeing was supported with increased contact from their allocated workers and a new 24-hour/7-day-a-week helpline.

Enfield in Context

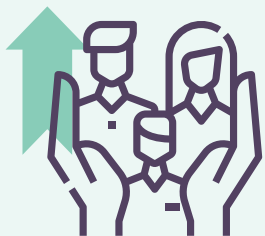


331,500
residents

5th largest London borough by population



28% (91,444) of population aged 0-19



2,676
families receiving
Early Help targeted
support

39

families
stepped up
to statutory
services

198

stepped down
to early help
services



19,959
MASH contacts



90.1%
C&F assessments
completed within
45 days



2,078
child protection
investigations

254 children subject to
child protection plan



472
children with a CIN plan
(allocated to a sw)



391 children
in care







284
care leavers
aged 18+



59
new allegations
meeting LADO
threshold

Leadership and Governance

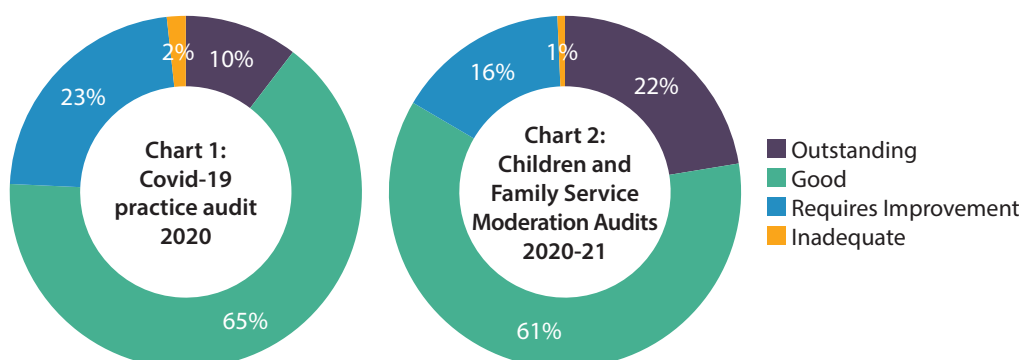
- Enfield has an experienced and committed departmental, corporate and political leadership team that prioritises services that support children, young people and families for investment at every opportunity. The leadership structure includes Full Council, Cabinet, Overview and Scrutiny committee and several standing panels including, the Children, Young People and Education scrutiny committee.
- Councillors are also included in the membership of, the Corporate Parenting Board, the Fostering Panel, Schools Forum, Enfield Targeted Youth Engagement Board (ETYEB) the Learning for Excellence Partnership and the Member/Governor forum. The Cabinet Member for Children Services is also a participant observer of the Risk Management Panel.
- There are regular children's services briefings shared with Members including the Cabinet Member for Community Safety and Cohesion and the Leader of the Council. There is strong cross-party commitment to fulfilling corporate parenting duties and supporting vulnerable children and families.
- As the strategic risk was raised due to the pandemic, systems were put in place to ensure business continuity; including daily meetings that provided updates on the local picture, rates of transmission and risks to children and families.
- Decisions were taken on the changes to practice that would need to be made including keeping three social care offices open for public access including Cheviots – service for disabled children (open 7-days-a-week). All critical services were able to be delivered, including the Emergency Duty Team (EDT) in sometimes challenging circumstances.
- In response to the pandemic all children and families allocated to social workers were reviewed throughout the year to determine risk, level of need, frequency of visits and type of interventions required (face to face or virtual). Guidance was provided to staff on seeing children and young people in person. Best practice guidance was issued from the Principal Social Worker to support practitioners working with families through digital platforms.
- The Government made temporary legalisation changes in April 2020, allowing local authorities to apply easements on certain statutory responsibilities, these were considered and a log was set up to record any occasion when easements were used. One of the changes in regulation re connected persons was implemented.
- Systems were put in place to ensure oversight on children attending school during lockdown. Keyworkers who had children were able to continue working due to the availability of school places.
- Senior leaders continued to have clear oversight of performance and practice, a weekly activity report was collated throughout the pandemic. This supplemented the regular monthly performance data reports. The performance and quality assurance cycle remained in place, which included:

Weekly		<ul style="list-style-type: none"> • Placement panel chaired by Director of Children and Family Services
Fortnightly		<ul style="list-style-type: none"> • Operational Management Group (OMG)
Monthly		<ul style="list-style-type: none"> • Practice and Performance Board chaired by the Executive Director – People • Continuous improvement board • Complex Issues Panel chaired by Director of Children and Family Services • Corporate Assurance Board chaired by the Chief Executive
Quarterly		<ul style="list-style-type: none"> • Multi-agency risk management panel chaired by Executive Director – People

- The Enfield Safeguarding Children Partnership (ESCP) continued to have strong multi-agency scrutiny arrangements in place. The independent scrutineer and chair of the ESCP – Executive Group regularly observed social work practice and is a participant observer of the Risk Management Panel and the Practice and Performance Board.
- The ESCP led on the creation of 11 safeguarding ambassadors who are a group of young people who act as critical friends and are working with the partnership on a range of safeguarding activities including coproducing a training programme. As part of this year's Section 11 audit the ambassadors scrutinised the council and partners safeguarding arrangements.
- In response to local need and emerging trends, new services were developed including an Edge of care service, a mental health support service for care leavers, as well as an overall increase in frontline staff and first line managers.

Quality Assurance

- Performance information is provided regularly and enables managers to have an overview of activity levels and to direct resources to areas where improvements are needed. There can be challenges in extracting the correct data, due to some system errors and while work continues to resolve this issue there are processes in place that enable managers to manually cross match information.
- Activity and performance information at individual, team and service level is obtained directly from the electronic local dashboard Power BI. This information is used routinely at team meetings, service management meetings and the monthly Practice and Performance Board.
- This year, Enfield volunteered for an OFSTED SEND Assurance visit in October 2020. This visit highlighted the enormous efforts made by local services to help children with SEND and their families during the pandemic.
- There were five audit cycles during the year, with a total of 463 cases audited by social work and early help teams as part of the quality assurance auditing programme, this is an increase from last year. 173 of the audits were completed during September 2020 and focused on practice during the pandemic and compliance to practice guidance on completing and recording risk assessments. Overall practice was found to be consistently good or better. (See Chart 1)
- Any audited case that did not meet the expected standards were re-audited within an agreed timescale.
- There were 290 cases audited as part of the regular moderation programme. (See Chart 2)
- Of the 290 cases, 22% were deemed outstanding (increase from last year's 17%), 61% good (increase from 57% last year), 16% required improvement (a reduction from 19%), 1% were deemed inadequate (a reduction from 2%). Re-audits were completed on all cases that did not meet expectations.
- Auditing is well embedded within all services and the executive leadership have a clear line of sight on the quality of practice. Each audit section is now graded, this provides a fuller understanding on the quality of practice. Moderated audit reports completed by Heads of Service are reviewed by the Executive Director – People and Director of Children and Family Services.
- File checks of a number of completed audits highlight that audits are uploaded on to files and that in the majority of cases actions were followed up. Where audits and moderations have determined practice is Outstanding Practice Leads reviewed the file to strengthen our understanding of best practice.



- Teams have worked hard this year to obtain feedback from children and their families when completing audits. This is providing a better understanding of the impact of our work with families.



**I know she is trying to help me, I can see that”
My social worker, she talks to me”
Kept in contact”**

Views of children and parents

- Audit consistency workshops with managers helped to benchmark what good looks like when auditing files and an audit consistency guide is being developed. This year has seen greater consistency between the auditor and moderator, this work will continue during 2021/22.
- The Independent Reviewing Service is managed within the Safeguarding and Quality Service maintaining autonomy from case holding services. Over the year there has been increased footprint of the independent reviewing officers (IRO's) on case files. Audits have found evidence of every effort being made to encourage children and young people to participate in reviews and to contribute towards their care plans.
- Quarterly meetings with Cafcass and the IRO's continue to review practice and share ideas for service improvements and an annual meeting with the local judges provides constructive challenge to further improve practice.
- We listen carefully to the views of our staff and the annual social work conference includes a “you said, we did” component. An annual cultural review survey due to take place in Q4 of 2020/21, has been deferred to Q1 of 2021/22 due to pandemic demands.
- A review of our chosen practice model Signs of Safety (SoS) was completed and an action plan put in place led by the Principal Social Worker. This year we ran a ‘train the trainers’ course alongside our SoS training programme a to develop staff to be able to deliver SoS training and to build local capacity.



Social work and its challenges can often work from a deficit model. The SOS gives the opportunity to work on strengths as a building opportunity to change, whilst being clear and transparent. I think it can lift and give enthusiasm to social work that at times gets lost among the conveyer belt of deadlines and administrative tasks.”

Social Worker

- Practice Leads commenced a programme of observing team and service managers supervision and providing feedback to improve practice standards. The observation of supervision is part of the LBE supervision policy. This activity will continue into 2021/22.
- Practice Leads have also led development surgeries for social workers, to assist them with assessments and planning. Feedback includes:



Good to have someone independent of management line to talk to for a different perspective; lots of experience to draw on; responsive to need in terms of finding time to talk quickly after I asked for support.”

Social Work Manager

Workforce

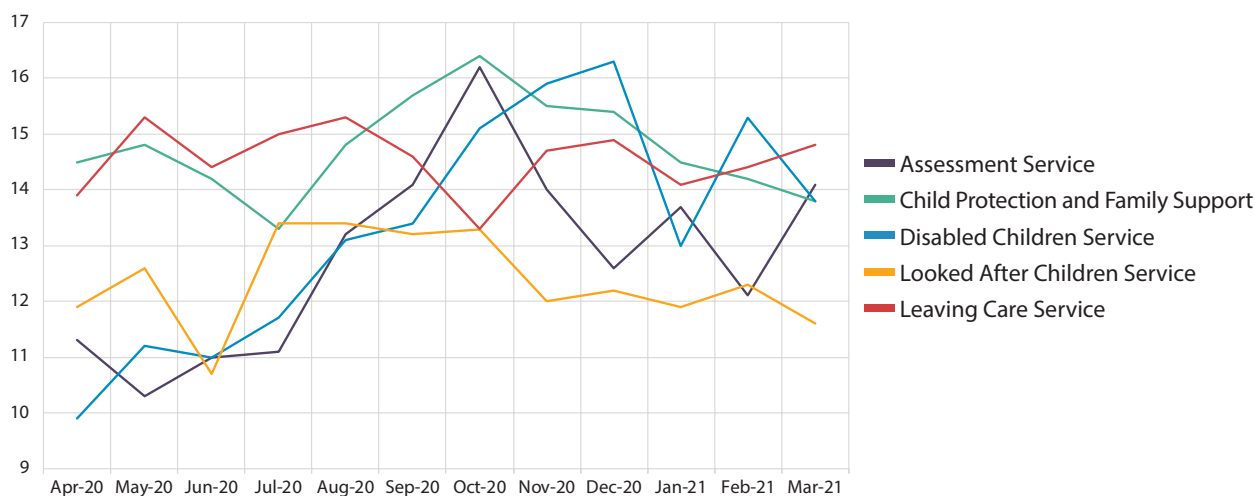
- At the start of the pandemic senior leaders anticipated pressures on staffing levels due to the pandemic and took timely steps to recruit additional staff. This helped children and families receive essential services when they most needed them. As the year progressed, many staff were affected by the virus, leading to periods of pressure and fragility but good quality services were maintained throughout 2020/21.
- Working from home whilst embraced by many was also a struggle for some, experiencing periods of isolation and limited contact with colleagues. This was a key concern for newly qualified social workers and newly appointed staff. Regular check ins, the creation of WhatsApp groups and ensuring regular discussion/informal supervision (with cameras on) and debriefings were essential to help staff to manage the stresses of the work and their personal anxieties.
- Senior officers worked with staff teams and trade unions to resolve any issues to ensure staff were able to operate safely and maintain services to children and families. Monitoring systems were put in place to understand who was affected by the virus and needing to self-isolate. The Council provided a range of offers to support the emotional wellbeing of staff, specific to children and family workers wellbeing sessions via the Education Psychology service were arranged and highly valued by staff.
- In December 2020, The looked after children, Care Leavers, Fostering and Permanence and Virtual school services joined the other children services, located at Charles Babbage House. This was a positive move and supported services to work together more effectively. It is anticipated all services will be together at a brand-new Children and Family's Hub centrally located in Enfield Town in 2022.
- There continues to be a strong focus on recruitment, retention, workforce stability and succession planning. There is a People Workforce Development Group chaired by the Director of Children and Family Services.
- Management oversight and quality assurance has been enhanced by the appointment of new service managers in Leaving Care and the Child Protection service.
- Social worker vacancies and use of agency workers is broadly consistent with previous years, comparative data shows Enfield still has a lower percentage of social work vacancies and agency social workers than outer London local authorities and statistical neighbours.

	% social work vacancies	% agency social workers
Enfield	18.4%	17.1%
Outer London	21.8%	19.3%
Statistical Neighbours	24.1%	22.1%

- Sabbaticals were introduced in 2019, continue to be taken up by staff. This offer allows social workers with three or more years' service the opportunity to apply for a month's paid leave.

- Caseloads remained at a reasonable level, averaging at 14, throughout the year and are regularly reviewed, by service managers.

Chart 3: Average social worker caseloads



- There is a strong organisational commitment to professional learning and development which is coordinated from the Centre of Excellence working with social workers and others involved in face to face practice. There is a continued focus on best practice applying the strength-based model across the partnership, keeping children at the centre of everything we do and making every contact count.
- The biggest impact of Covid-19 restrictions when offering the workforce training was the need to adapt to a virtual platform. The impact led to a short delay at the beginning of the year as trainers adapted their material and delivery. There was a reduction in the number of people who could join each session for a period of time due to not having the facility to use virtual breakout rooms, this increased as the technology improved. A total of 128 sessions were offered, and 1,174 places were booked.
- This year's training offer included Graded Care Profile sessions to 61 social workers as part of a refreshed Neglect strategy and the roll out of comprehensive Trauma Informed Practice training provided across all Children and Family and extended to partners in the police and Education training 260 people.
- To measure the impact of the changes a learning survey was undertaken with Children services, Adults social care and foster carers. Overwhelmingly the majority found the virtual platform more accessible and flexible, with a request for future courses to be offered in a hybrid model – some face to face and some virtually.
- Enfield continues to be part of the North London Social Work Teaching Partnership which complements the local comprehensive learning and development programme for social workers. Individual teams also commission team specific training.
- Practice weeks were introduced in 2018, and provide protected learning time, in a normal year two weeks are held, this year it was one, held in January 2021 themed Wellbeing, Diversity and Inclusion through a multi-dimensional lens culminating in our first virtual Social Work Conference. The conference was attended by over 140 social workers and the feedback was good, with many staff taking away practical ideas on how to work with families.

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- As part of our investment in staff, this year in partnership with the University of Kent, we commenced our first Social Work Apprenticeship programme in September 2020. It was initially delayed due to the pandemic. Six apprentices started (three for adults and three for children's). We aim to run another cohort across both services from September 2021.
 - As a direct response to the high number of staff wanting to be a SW apprentice, we developed in partnership with Barnet and Southgate College a pre-Apprenticeship programme, this supports staff to obtain the qualification needed to apply for future apprenticeship programmes.
 - Since April 2020, there have been 24 newly qualified social workers (NQSWs) join the Assessed Year in Employment (ASYE) programme, working across all children and family social work teams. For NQSWs in the Early Help and Protection Service there was a pilot project with the introduction of an ASYE consultant who provided on site practical support to NQSWs and built capacity for managers by undertaking practice observations. This post was made permanent and plans are in place to expand the role wider.
 - Our focus on succession planning continued with further investment in our middle management and development of future leaders. Programmes aimed specifically at them such as Firstline social work management programme, Practice Supervisor Development Programme (PSDP), Leaders for London, Black and Asian Leadership Initiative (BALI) and Upon Aspiring directors were promoted and managers were supported to join.



Early Help

- Early Help services maintained daily contact with families throughout the pandemic. There were 2,322 Early Help assessments from April 2020 to March 2021. This is up from 1,652 in 2019/20 and represents a 40% increase on the previous year.
- There were 2,676 families who helped with a range of issues with varying complexity, this was an increase on the previous year (1,419).
- Early Help responded to increase demand, strengthened partnership with housing with the inclusion of a housing officer as well as, successfully rolling out the Team Around Family (TAF) training to internal and external services.
- There were several parenting programmes delivered to 79 first time parents attended receiving information on a range of subjects. 40 parents attended the Being a Parent programme which is a volunteer led programme which focussed on issues such as behaviour and routine.



Every bit of advice, the parenting course, ...continual support. She helped loads, the course is great, we are all in the same boat and learning from each other.”

Parent on parenting programme

- The Children's Centre has continued to provide a combination of universal access service and targeted family support, including access to speech and language therapists, employment and benefits advice, parenting advice etc. The service also works closely with the Health Visiting team to provide access for families to the mandated checks and baby clinics. The service moved to mainly online delivery during the pandemic and returned to in person group work from March 2021.



Kept up contact and communication, brought the loop together. Made the bad experiences better. I had left an abusive relationship so needed support – above and beyond always asked and informed. Come back to me to clarify and checked everything.”

Parent on staff at the Children Centre

- As part of wider service redesign, Early Help services were aligned structurally alongside of Youth Services, Youth Offending and Community Safety. The Council has launched a new Early Help Strategy for All with focus on providing clear information, advice and support, empowering communities and establishing an effective early help system.
- Services for disabled children were pragmatic, proactive and demonstrated flexibility. Throughout the pandemic crucial services were maintained for children and young people with disabilities. These services and short breaks are a lifeline for families who without them have reported that the pandemic would have been intolerable.
- There were 150 new referrals for short breaks between April 2020 and March 2021. 91 of those children and young people had a diagnosis of Autism.



- There were 606 children and young people that regularly accessed short breaks. The Short Breaks and Family Support Team continued to provide short breaks in the form of after school clubs, weekend groups and playscheme sessions from the first lockdown.
- Children who were unable to attend groups due to shielding or whose parents did not want them to attend group sessions were offered home care, direct payments or short break grants.
- Parents from the Our Voice forum were spoken to, to understand the challenges experienced by families, to ensure responses to their needs were appropriate. Discussion took place with parents on the need for short breaks, Positive Behaviour Support, managing behaviour during lockdown and how to support the wellbeing of children and young people during the pandemic.
- The Early Intervention Support Service have ensured that families of pre-school age children with disabilities were able to access support by creating online groups this ensure that the crucial developmental opportunities for this group of children were supported.
- It was a challenge practicing social distancing with children and young people who have disabilities given the need in many cases for them to have their personal care needs met and given that many need support with their behaviour. Risk assessments and health and safety policies were redesigned in order to safeguard all those involved as much as possible.
- As part of the pandemic arrangements senior managers had oversight of children known to children services, who were attending school. There was regular monitoring and contact with schools.

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- There has been an increase in the number of children home educated since schools opened back up for all children (431 as of October 2020), this is also reflected nationally. During 2019/20 academic year, there were 332 recorded on the EHE register.
 - During the year arrangements were strengthened to establish if any home educated children were known to children's services. There was continuous monitoring of children with EHCPs being home educated.

Prevention of youth crime and serious youth violence

- Since transferring into the Children and Family department in 2019, the Youth Offending Service has been restructured, strengthening leadership capacity and to focus on quality of practice, working with families and improving the journey of the child.
- The rate of serious youth violence decreased in the year, this is attributed to the impact of the pandemic and the work of the North Area Violence Reduction Partnership. Public Health have undertaken a needs analysis of serious youth violence to inform the local partnership action plan.
- In a response to drive down the number of young people re-offending a youth Integrated Offender Management panel has been developed and will commence in 2021/22.
- A joint working protocol between social care and youth offending services has been developed and aims to strengthen information sharing and coordination of care planning and risk management for those children known to both services. Also, a joint working protocol between special education needs and youth offending services has been developed to improve outcomes for children with EHCPs within youth justice.
- There has been improved partnership working and increased information sharing between Police and MASH through operation Harbinger.
- Throughout all pandemic lockdowns, the Youth Development Service has continued to positively engage with over 1,200 young people via a detached and outreach youth work, supporting the Police and Community Safety to promote social distancing.
- Enfield Summer University in 2020 delivered 23 virtual and 70 face to face courses, providing 1,986 places that were accessed by 604 children. This is an increase of 23.5% from the previous year.
- The Inspiring Young Enfield programme with focus on prevention of serious youth violence was launched and positively engaged 5,816 children with the programme.

Children in Need of Protection

- Children in need of protection have had a good service, although the pandemic has presented challenges and made engagement with some families harder.
- There were 30,877 contacts received across Children Social Care, this was a decrease from 31,427 in the previous year. This was the first decrease in four years. The drop in overall contacts has been linked to schools being closed or having less children attending. In 2019/20 schools accounted for 3,731 contacts to Childrens social care, in 2021 this dropped to 2,425, – a decrease of 1,306 school contacts, which more than accounts for 550 reduction in overall contacts over the two years.
- There were 19,959 MASH contacts, which was an increase from 17,725 MASH in the previous year. This was the highest number of contacts in the past four years. 73% of contacts had a decision recorded within 24 hours.

Chart 4: MASH Contacts – four-year trend



- Although there was an increase in MASH contacts, the number of referrals to children social care dropped from 3,999 from 7,256 in the previous year. This can be linked to the 40% increase in Early help referrals.
- Partnership working in MASH is strong. Work was undertaken to improve handover and transfer processes between MASH and other teams, including daily handover meetings with EDT and partners and clarifying escalation processes with R&A. This led to more robust and timely information sharing and smoother transitions with clarity on ownership and escalation.
- Audits and service performance data have shown there is improvement in decision making in MASH – less escalations, appropriate conversion to referral rates and step down/ups across teams. A dip sample of MASH cases in April 2020 found overall the decision making was appropriate re: threshold. However some lack of consistency with practice was identified and it was found partners were not using the Children portal.
- 82.9% of child protection investigations led to an initial child protection conference a slight decrease on the previous year (85.6%).
- As of the end of March 2021, there were 254 children subject to a child protection plan. This is an increase compared to the same time last year (203 children). 83.3% of plans were reviewed in timescale an improvement on 80% last year. The number of children subject to a CP plan for a second or subsequent time (having been subject to a CP plan at any time previously) is currently 7.8% this is a decrease from 18.3% last year.
- The child protection chairs have continued to meet their statutory responsibilities for chairing child protection conferences during the pandemic. A “hybrid” model for reviews and conferences was developed which was adapted and adopted by other authorities.

- Audit activity evidences that the voice of the child is captured in child protection conferences, using newly designed forms on the Liquid Logic.
- Timeliness and quality of social work interventions remain good with over 90% assessments completed within 45 days despite the challenges during the pandemic. This continues a year on year upward trend. A total number of 4,035 assessments were completed.

Chart 5: Percentage of completed assessments within 45 days



- As of 31st March, there were 472 children allocated to social workers on a child in need plan (CIN), this was a decrease on the same time last year (497). There has been a range of practice improvement activities put in place aimed to improve the quality and timeliness of CIN plans. Activities have included weekly CIN planning workshops with a Practice Lead providing 121 support to practitioners. Feedback has been positive from social workers and managers.

“ I like the way the practice lead gives attention to each and every part of the plan, I was able to understand... how to write in a child centred way.”
Newly qualified social worker (CIN plan workshops)

- Audits are evidencing that the quality of CIN plans are improving.
- The transition of casework responsibility of private fostering activity to the Fostering and SGO service is complete and local guidance has been updated. There are six-weekly meetings held with consortium partners to share ideas and develop partnership initiatives e.g. consortium private fostering webpage. The children’s portal has been updated to encourage referrals from the public.
- Meetings have been held with private businesses and schools in relation to international students and a new leaflet has recently been produced title “Are You Looking After Someone Else’s Child” which has been widely circulated.
- As of March 2021, there were six private fostering arrangements.
- Fortnightly Impact Review meetings which were introduced last year in the Early Help and Protection service continued providing practitioners and their managers opportunity to reflect on the direction of their case and consider any challenges or barriers to achieving good outcomes.
- A domestic abuse team was launched this year, based in the Early Help and Protection service and a domestic abuse hub was also established. There were 4,315 contacts made to children and family MASH relating to domestic violence and 195 calls were made to the newly launched domestic abuse hub. The domestic abuse team has expanded to include IDVAs and there are developments around perpetrator work.

- Overall there were 6,598 domestic abuse incidents recorded, an increase from 5,907 in the previous year.
- This year there were five legal planning meetings, where advice was sought for a Forced Marriage Protection Order an increase from the previous year (three). Four were issued this year. This is an area for future focus to identify any patterns. There was also one Deprivation of Liberty standards (DOLS) in the year.
- There was a rate of 7.30 (per 10,00 child population Cafcass care applications) an increase on last year from 5.70. In total there were 115 children subject of care applications, with an increase in the number of babies previously unknown to the local authority. In August 2020 Enfield participated in a survey with Cafcass to look at the impact of Covid-19. At the time 82.5% of Enfield cases had a hearing since the lockdown, the average across London was 90.2%.
- Pandemic restrictions impacted on the number of FGM community awareness events that could be held, prior to the first lockdown a community event was held in Edmonton Green. Communication was distributed among local communities about the provision in North Middlesex University Hospital.
- The total number of new allegations this year, which met the threshold for formal Local Authority Designated Officer (LADO) involvement was 59, this was a decrease from 72 in the previous year.
- There were 122 consultations with the LADO, where the threshold for LADO intervention was not met, compared to 220 in the previous year. This reduction is most likely due to the reduction in the number of children attending education and early years settings, group activities during lockdown.
- An annual LADO report is produced which is shared with the Cabinet Member and relevant Scrutiny Committees. The LADO continues to provide training for council staff, foster carers, education and early years.
- This October we launched our in-house family group conference service. Between October and April 2021, 66 initial Family Group Conferences have been held. Feedback from social workers has been good and feedback from families includes:



The FGC was good and meaningful.”

I like that my daughter was shown respect, the Coordinator checked with R that she was happy with everything.”

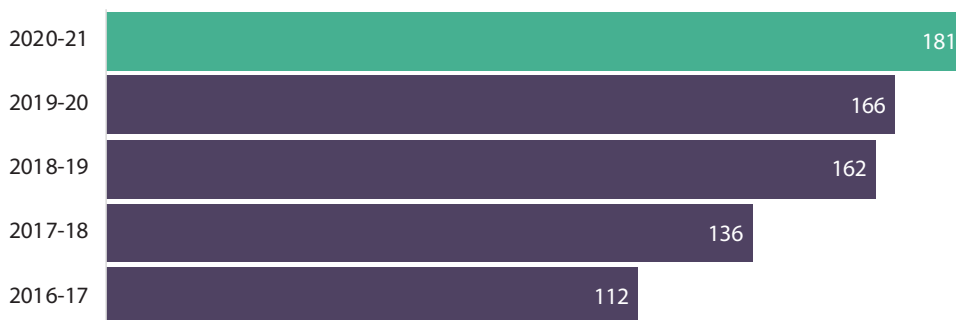
You have worked in the best way possible.”

Vulnerable Adolescents

- There has been a continued focus on improving our response to adolescents, increasing the use of Complex Strategy meetings to map risk and identify young people at risk of exploitation. The launch of two adolescent safeguarding teams and a contextual safeguarding team, which will include the missing lead and partner agencies, will enable a more joined up approach to respond to the risks that affect our young people on the edge of care and at risk of exploitation.

- There were 225 children reported missing from home or care, of these 51 were looked after children. All missing children are offered an independent debriefing on their return, approx. 50% take this up. Information is shared with police and relevant social workers to inform their risk assessment/analysis and safety planning. Regular reports about those children who go missing are shared at team/service level and quarterly analysis reports are shared with the Cabinet Member.
- A new Missing from Home, Care, Education and/or Health Protocol for children was agreed in June 2020 by the Safeguarding Children Partnership Executive Group.
- The Vulnerable Young People Group continues to drive the Safeguarding Adolescents from Exploitation action plan on behalf of the children's multi-agency safeguarding partnership.
- There continues to be a year on year increase in the identification of exploitation, with a notable increase in young people with indicators of criminal exploitation. 181 children and young people were identified as being at risk or experiencing exploitation. This is an increase on last year (166).

Chart 6: Child Exploitation list profile 2016-2021 – five-year trend



- Of the 181 young people, 100 were identified as at risk of child exploitation, 72 at risk of child criminal exploitation and nine were at risk of both. 54 young people were discussed at Multi-Agency Child Exploitation (MACE) meeting. MACE has had a specific focus on SEND and are working in partnership to develop accessible material to raise awareness and have held seminars with parents via One Voice Forum.
- The Pre-MACE panel and the Gang Partnership group, which multi-agency panels which discussed risks to young people, will be integrated into a fortnightly multi-agency adolescents panel with the main purpose to have operational oversight of young people, aged up to 18, (25 where appropriate) at risk of significant harm through exploitation (CSE,CCE), harmful behaviours, missing from home and care, trafficking, modern slavery and gang association and serious youth violence. The adolescent panel will refer all high risk/complex cases to MACE to ensure it has strategic oversight. This will include where there are harmful behaviours.
- There has been improved partnership working and increased information sharing between Police and MASH through operation Harbinger.
- Early Help services are producing a contextual Safeguarding film, with young people and developing training material. The main aim is to raise awareness and to support agencies in understanding the impact of exploitation. The film is due to be screened in September 2021.
- There were 26 referrals to the NRM where children were the victims of modern slavery. Increase from 19 the previous year.

Children in Care

- Children in care receive a good service, a strong effort was made to ensure that children and parents continued to have contact with birth families, in line with restriction guidelines.
- The number of Looked After Children (LAC) in Enfield had remained relatively stable, it is noted that there has been a slight decrease. At the end of March 2021 there were 391 children in care, this is a decrease from 395 (2019/20).
- Stability of placements for children looked after has slightly increased from 67.6% to 72.7%, there was also an increase in the number of children placed with in-house foster carers up to 49.9% from 44.6%.
- There was a reduction in the number of unaccompanied asylum seeking children, 38 down from 64 the previous year. This reduction has been attributed to travel restrictions imposed during the pandemic.
- There were delays to care proceedings due to court pandemic restrictions.
- There was a focus on completing meaningful life story work so that children understand why they are in Local Authority care and how decisions are made about their lives.
- The IROs continued to meet their statutory responsibilities for reviews for looked after children during the pandemic, ensuring, whenever possible and safe for them, children and families and placements, to have some face to face meetings and visits to children in out of borough placements.
- A “hybrid” model for reviews and conferences was developed which was adapted and adopted by other authorities. Audit activity evidences that the voice of the child is present in LAC reviews.
- The contact centre closed when the first lockdown came in place, a contact room was set up at Charles Babbage House to maintain face to face contact primarily for parents newly separated from their babies. The contact centre re-opened in summer 2020, when face to face contact has not been possible, the contact centre has arranged for children to have virtual contact with their birth parents.
- The virtual school is incorporated into the wider Health, Education & Access to Resources Team (HEART) and is co located with the social work services for looked after children. As part of the pandemic arrangements the virtual school phoned each child every week as part of a welfare check and to ensure those who should be in school were.
- The Virtual School put in a lost learning action plan in line with guidance from the “supporting the future of children and young people’s education and skills following Covid-19” which is owned by London Boroughs of Barnet, Camden, Enfield, Hackney, Haringey and Islington.
- Personal Education Plan completion rate has remained high in the Autumn term (96%), this is an increase from the previous year (78%). There was a drop in the Spring term completion rate due to the Covid-19 lockdown crisis. In the Summer term the PEP Co-ordinator devised a tailored Covid-19 children’s wishes and feelings PEP to discover how children in care were coping with the crisis.

- All Review Health Assessments were completed although the service was impacted by absences due to Covid. Strength & Difficulties Questionnaire (SDQ) coverage for 2020-21 is 97%, nationally the average is 80%. The pandemic has impacted on the routine dental checks and immunisations for children of statutory school age. There were 34.2% of our looked after children who had dental checks compared to 68.3% the previous year. As restrictions ease, all outstanding immunisations will be completed. Health and wellbeing of Looked After Children training was delivered to foster carers.
- Children in care and care leavers were encouraged to engage in a variety of both academic and leisure activities during the summer holiday period. The combination of the pandemic and a vacancy of the Participation officer impacted on the range of participation activities in place and the number attending Kratos meetings is low. A Participation Officer is now in post.

Fostering and Permanence

- There is good placement stability, with 60% of our Looked After Children and Young People placed with in-house foster carers. Contact was maintained with foster carers during lockdown. A new 24-hour helpline was set up for foster carers and for placement providers to support their care of 'looked after' children and care leavers to resolve placement related issues.
- There were 25 Special Guardianship Orders (SGOs) this was a decrease on the previous year (37). The number of special guardianship orders granted has reduced as cases are backed up in extended court proceedings.
- The Parenting Capacity Assessment (PCA) team and Contact Centre are now under the Fostering and Permanence service. The SG Support Team and the Parenting Capacity Assessment Team have continued to meet the increasing demands for SG Assessments and Parenting Capacity Assessments. There was investment to meet the increase PCA demands under PLO with the creation of an additional SW post.
- The restrictions had an impact on the number of training courses that could be offered to foster carers. Initially at the start of the year many trainers had not adapted their training to be delivered virtually. Later in the year this was resolved.
- Mandatory course Paediatric First Aid continued to be delivered face to face, as this is a practical course. To ensure everyone's safety and to be compliant a robust risk assessment was regularly undertaken and safety precautions put in place. When risk could not be mitigated courses were cancelled and put on when risks were reduced. Foster Carers also had access to a large range of eLearning courses.



I understand my expectations and responsibilities as a foster carer and I will keep logs and notify my SSW if any incidents occur.”

I am now better able to identify signs of neglect, abuse and also how to deal with disclosures while working with the young person in my care.”

- Six children were adopted, this is an increase on last years (five). The Adopt London North was formed in October 2019, Enfield are part of a six borough consortium. The Early Permanence Manager is the local lead with the Regional Adoption Agency (RAA). We maintain responsibility for demonstrating how the individual needs of our looked after children are met when the plan is adoption, as part of the planning process, a system is in place to meet this requirement.

Care Leavers

- Care Leavers are a strategic priority in Enfield there is a comprehensive Local Offer, a robust Care Leavers Strategy and Action Plan. A good service was delivered, despite the challenges posed by the pandemic. Support and opportunities were made available to help the care experienced achieve their aspirations and have the best possible outcomes for their future.
- As of March 2021, there were 284 Care Leavers Aged 18+, this was an increase from 275 in the previous year. 63.7% were in employment, education or training an increase on 59.5% in the previous year.
- There were 63.7% of care leavers (19-21year old) in Employment, Education or training (EET) an increase on the previous year (59.5%). The STAAH Panel (Striving to Achieve and Aim Higher Panel) regularly reviewed care leavers who were not in employment, education and training. This panel is also attend by a representative from the youth offending team. There has been investment to recruit an EET coordinator and an EET care leaver apprentice and the development of a CAMHS 18+ post to support care leavers with mental health issues.
- As part of the pandemic arrangements contact was made with schools/colleges for all year 12 and 13 LAC to check school/college attendance and support education during lockdown.



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- There has been a focus in promoting and ensuring the wellbeing of Care Leavers which includes their physical and emotional health. Care leavers in fostering families or residential units benefitted from being in a setting with other people throughout the lockdown period. There was a particularly strong focus on our young people living in supported semi-independent placements, given the potential for loneliness and isolation during this time.
 - There has been an increase in the level of contact between young people and their allocated workers as well as facilitating alternative ways of contact between young people with their families and social network. Every semi-independent provider where an Enfield young person was placed, was called on a weekly basis and a 24-hour/7-day-a-week helpline was put in place.
 - The Health and Education Access and Resources Team (HEART) continued to provide services to care leavers throughout this period and specialist CAMHS appointments were delivered by virtual means. The Virtual School ran its annual Summer ESOL course for Unaccompanied Asylum-Seeking Children.
 - Audits found that there was good management grip within the service and increase in audits obtaining feedback from service users. There is evidence of very good practice showcased in audits, feedback from other professionals and directly from the young people. There were some recording inconsistencies that were addressed.
 - In August 2020, independent audit into practice for commissioning and quality assuring semi-independent provision for looked after children and care leavers was undertaken. The focus to provide assurance that safe practices were in place relating to unregulated provision. All recommendations were accepted and implemented.
 - An annual Health Passport file check on 50 young people was undertaken focussed on, intervention and support provided. The review aimed to improve practice with a repeat file check. Findings show that there was vastly improved performance between the two checking periods. There is better understanding of the process by staff, managers seen to be driving improvements through supervisions.
 - There are five successful apprenticeship placements for Care Leavers within the Council.
 - KRATOS, the children in care council, has trained youth inspectors, two care leavers have achieved level two youth leader qualification, one care leaver attends the Peer Power board through the NCL to inform on strategies on mental health from a care leavers perspective. Kratos are consulted on a number of strategies.
 - Young people's feedback is routinely sought to inform service development, through a wide range of activities. The Local Offer was co-produced with young people. Care Leavers from Kratos, the Children in Care Council, attend the Corporate Parenting Board.
 - However, the service has ensured that consultation activities have continued and care leavers have contributed to a number of local, regional and national strategies and initiatives.

Focus for the forthcoming year

Recovering from the impact of Covid-19 Pandemic

Focus on:

- Catching up with health and dental checks for children in care
- Monitoring the number of elected home educated children

Performance Data

Focus on:

- Removing the barriers to getting data right first time

Safeguarding Adolescents

Focus on:

- Setting up the adolescent and contextual safeguarding teams
- Setting up the youth Integrated Offender Management panel and reducing re-offending

Increase participation of children and young people and families

Focus on:

- Increase Kratos membership
- Progress more Care leavers apprenticeship placements
- Encourage the use of the care leavers hub as a place to be

Service redesign and workforce

Focus on:

- Realign Early Help in the Youth and Community service
- Recruit specialist foster carers for children and young people with complex and challenging behaviour
- Recruitment of mental health support
- Implement the “Break the Cycle” service to support pregnant women at risk of being separated from their babies

Quality assurance and practice improvement

Focus on:

- Undertake a benchmarking exercise with Leaving care team to identify areas for improvement
- Assure the implementation of audit actions and the dissemination of learning
- Undertake the Cultural Survey with staff across children and family service, hear the voice of staff to understand what it's like to work in children services

Conclusion

In conclusion, services to vulnerable children continue to be effective and responsive to local need and despite the considerable financial, physical and emotional impact of Covid-19, Members are determined to protect the borough's residents from further hardship as far as practicably possible.

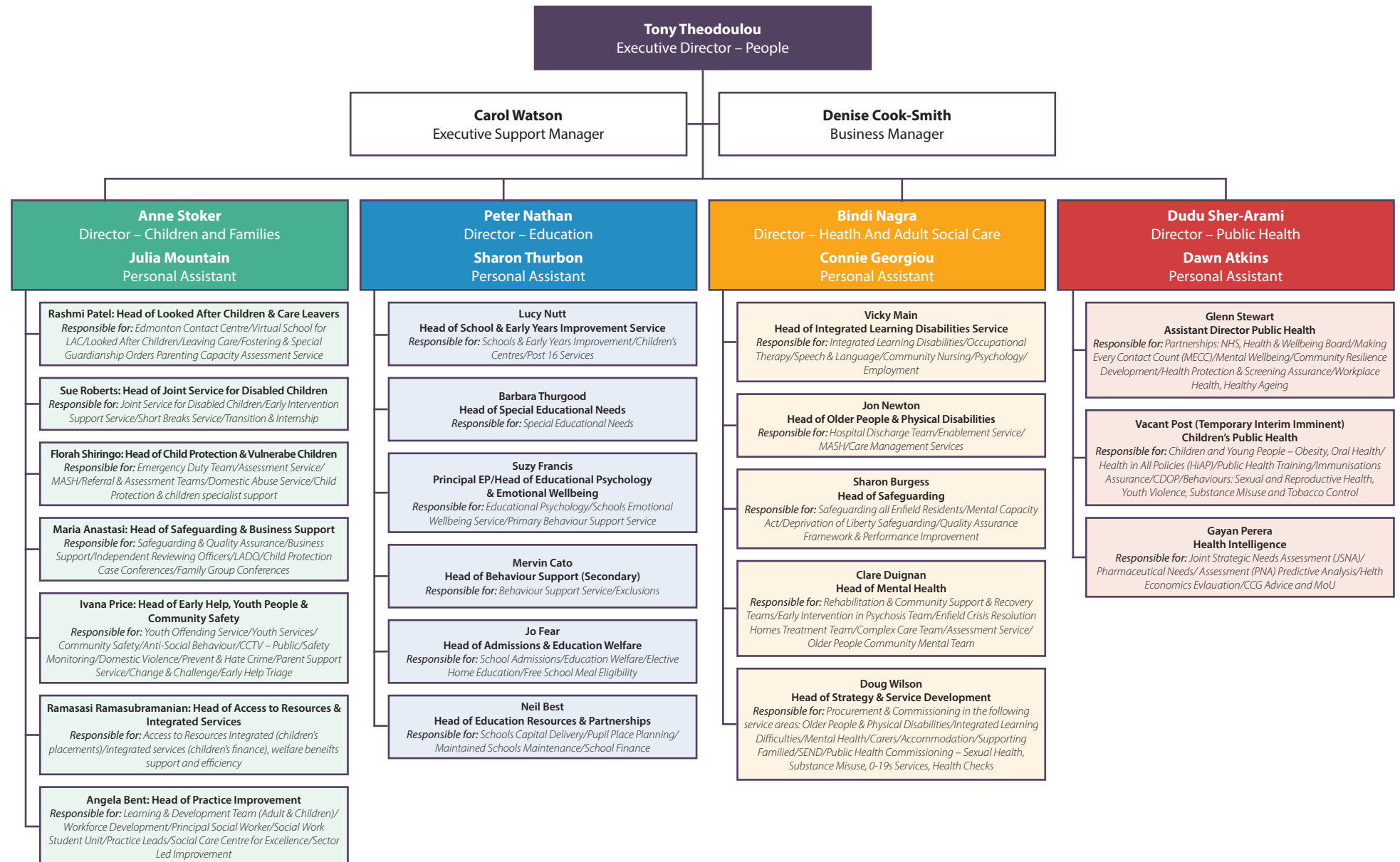
Senior managers in Enfield provided leadership through a challenging year and adapted service delivery, practice and ways of working whilst maintaining a focus on the core business. Covid brought challenges and opportunities to work in different ways, it provided opportunities for those working with the most vulnerable to be creative. Whilst we will never be complacent about the quality of services provided, there is a measured level of confidence based on file audits, user feedback and performance data throughout 2020/21 that services help to consistently improve outcomes for children, young people and their families.

Angela Bent
Head of Service, Practice Improvement
Children and Family's Division

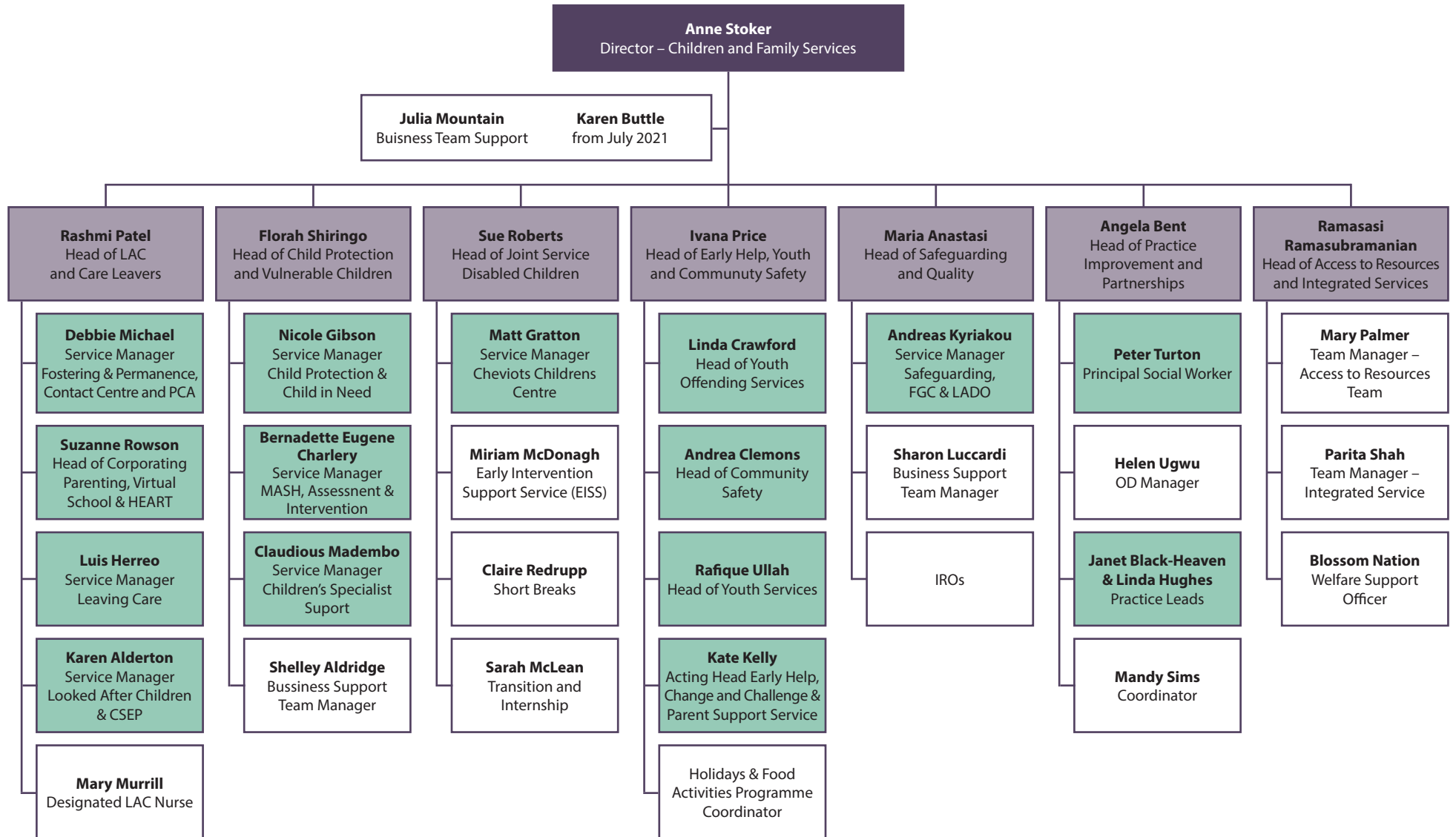
Glossary

ASYE	Assessed and Supported Year in Employment	IRO	Independent Reviewing Officer
BALI	Black and Asian Leadership Initiative	LAC	Looked After Children
CAFCASS	Children and Family Court Advisory and Support Service	LADO	Local Authority Designated Officer
CAMHS	Children and young people's mental health services	MACE	Multi Agency Child Exploitation
CCE	Child Criminal Exploitation	MASH	Multi Agency Safeguarding Hub
CIN	Child in Need	NQSW	Newly Qualified Social Worker
CP	Child Protection	NRM	National Referral Mechanism
CSE	Child Sexual Exploitation	OFSTED	Office for Standards in Education
DOLS	Deprivation of Liberty Safeguards	OMG	Organisational Management Group
EDT	Emergency Duty Team	PCA	Parenting Capacity Assessment
EET	Employment, Education or Training	PEP	Personal Education Plan
EHCP	Education Health and Care Plan	PLO	Public Law Outline
ESCP	Enfield Safeguarding Children Partnership	PSDP	Practice Supervisor Development Programme
ESOL	English for Speakers of Other Languages	RAA	Regional Adoption Agency
ETYEB	Enfield Targeted Youth Engagement Board	SDQ	Strength and Difficulties Questionnaire
FGC	Family Group Conference	SEND	Special educational needs and disabilities
FGM	Female Genital Mutilation	SGO	Special Guardians Order
HEART	Health, Education & Access to Resources Team	SOS	Signs of Safety
IDVA	Independent domestic violence advisors	STAAH	Striving to Achieve and Aim Higher Panel
		SW	Social worker
		TAF	Team Around Family
		TIP	Trauma Informed Practice

Appendix 1



Appendix 2



Senior Leadership Team
 Organisational Management Group

