

CHILDREN, EDUCATION AND SKILLS SCRUTINY COMMITTEE

AGENDA

**Meeting to be held in the Civic Centre (Committee Room No. 1) on
Thursday 8th September, 2016 at 5.30 p.m.**

Membership

Cllr Beck, Bell, Francis (Vice-Chairman), Hunt, Jackson, O'Neil, Scullion, P. Smith (Chairman),
Stewart, M. Turton, Tye and G. Walker

Coopted Members – Mrs A Blakey, Ms R Elliott and Mr S Williamson

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	No Items	
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	Report of the Directors of Children's Services (copy attached)	

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E. WAUGH,
Head of Law and Governance,
Civic Centre,
SUNDERLAND.

31st August, 2016.

Item 2

At a meeting of the CHILDREN, EDUCATION AND SKILLS SCRUTINY COMMITTEE held in COMMITTEE ROOM 1 of the CIVIC CENTRE, SUNDERLAND on TUESDAY 19th JULY, 2016 at 5.30 p.m.

Present:-

Councillor P. Smith in the Chair

Councillors Beck, Bell, Francis, Jackson, O'Neil, Stewart, M. Turton, Tye and G. Walker.

Also in attendance:-

Councillor N. Wright, Chairman Scrutiny Committee

Ms. Karen Brown, Scrutiny and Member Services Coordinator

Mr Stuart Douglass, Lead Policy Officer for Community Safety

Mr. Gary Hetherington, Strategic Child Sexual Exploitation Coordinator

Mr Alex Hopkins, Director of Children's Services

Ms. Marie Johnstone, Complaints Manager – Adult Services

Ms. Joanne Stewart, Principal Governance Services Officer

Mr Gavin Taylor, Deputy Independent Reviewing Manager

Apologies for Absence

Apologies for absence were submitted on behalf of Councillors Hunt and Scullion and also on behalf of Ms A. Blakey

Minutes of the last ordinary meeting of the Children, Education and Skills Scrutiny Committee held on 28th June, 2016

1. RESOLVED that the minutes of the of the last ordinary meeting of the Children, Education and Skills Scrutiny Committee held on 28th June, 2016 (copy circulated), be confirmed and signed as correct record.

Declarations of Interest (including Whipping Declarations)

There were no declarations of interest made.

Proposed Arrangement for Meetings with Social Work Staff

The Director of Children's Services and Head of Area Arrangements, Scrutiny and Members Services submitted a report (copy circulated) which set out for Members the proposals for a series of meetings with social work staff in order to obtain their views and feedback on their work.

(for copy report – see original minutes).

Mr. Alex Hopkins, Director of Children's Services presented the report advising that it was proposed that a series of visits be arranged during the year which would reflect a child's journey through social care and it was envisaged that the visits would comprise of a brief overview to outline core business followed by an open opportunity to ask questions and discuss work related issues with a broad range of staff members which could include staff from the following teams:-

- Multi-Agency Safeguarding Hub (MASH);
- Locality Team;
- Permanence Team; and
- Next Steps Team.

When asked if families accessing the services would be included in the discussions, Mr. Hopkins advised that, with the agreement of those families, he was certain it could be organised that they be invited along to one of the meetings when arranged.

The Chairman welcomed the report, stating that it was something the Committee had been keen to undertake for some time, and it:-

2. RESOLVED that the proposed arrangements for the meetings with social work staff be received and noted.

Child Sexual Exploitation – Progress Report

The Director of Children's Services submitted a report (copy circulated) which provided progress that is being made in relation to the Child Sexual Exploitation Strategy 2015-2017.

(for copy report – see original minutes)

The Chairman welcomed Mr. Gary Hetherington, Strategic CSE Coordinator and Mr. Stuart Douglass, Lead Policy Officer for Community Safety to the Committee.

Mr. Hetherington explained that child sexual exploitation was a priority for Sunderland Safeguarding Children Board (SSCB) which in 2015 produced a child sexual exploitation strategy. He gave a presentation on the progress being made on the Strategy with Mr. Douglass being in attendance to discuss the role and impact of the Safer Sunderland Partnership in tackling child sexual exploitation. Members were provided with a copy of the strategy for information and a copy of the delivery plan 2015-16.

Councillor Tye commented that it was obvious from the Ofsted report on the SSCB that there were a lot of actions to be put in place and issues addressed and yet from the presentation the Committee were being painted more of a rosy picture of developments. He stated that from his experience, certainly in the West Sunderland area, Councillors were being informed that the biggest issue partners were struggling with were the resources available to them and the compiling and sharing of data between services. He asked how much in a real life situation was being done as resources within the Council and Northumbria Police continued to be cut with still a massive amount of work to do.

Mr. Hetherington commented that at present they were only six months into a three year journey and that awareness of the problem of child sexual exploitation had double but that there were still areas of concern and the unknowns could provide a completely different picture to the Committee they next time they report back. Child Sexual Exploitation was very much a hidden crime as victims were not always those to report it and it was much more that professionals had to go out searching for it.

He understood Councillor Tye's concerns and commented that the only way we would succeed in tackling child sexual exploitation were if people were prepared to talk about the issues, listen and do something to tackle it. He advised that in Sunderland the Boyfriend model was most prominent whereby a young person thinks that they're in a loving relationship with an older adult and that they're pressurised into doing something that they don't want to with them or maybe others.

Mr. Douglass highlighted that tackling CSE was a corporate issue and it was about how services within the Council and partners could work together to respond during times with difficult budgets. For example, he explained that CCTV and security around the city play a massive role at key hotspots areas in surveillance and highlighting any behaviours of concern and that trading standards and licensing played a part through their ongoing investigations, bringing to light any concerns they may have in relation to underage sales, etc. He explained that it was about having a tier of information work that was already being undertaken being alert to any concerns they may uncover as part of their regular checks and ensuring that that information is referred to the relevant bodies.

In response to a further comment from Councillor Smith regarding not being aware of the issues sooner and having been informed that there were little to no areas of concern, Mr. Hetherington advised that it was difficult as at any one time they could only advise of the numbers of children they were aware of and working with. They were relying more and more upon practitioners to share information and concerns that they may have and that as they were referred.

Councillor Wright asked if in future a glossary of terms could be included with reports, as had been asked for in the past, as it could be difficult to remember what all of the acronyms used stood for.

In relation to a query from Councillor Wright regarding the lessons that needed to be learned from the Ofsted report into SSCB and what was most helpful, Mr. Hetherington commented that there had already been an increase in the commitment to tackling CSE in Sunderland. He explained that the first implication of the report had been making the first steps toward a fully integrated multi agency team (Sanctuary). Most of all it had been identified that services needed to clearly identify any young persons at risk and for discussions to be open and frank so that they understood the risks.

Councillor Francis commented that from reading the report he had a lot of questions around who does what within the process, who sees the reports, chases up issues, works with staff, and was informed by Mr. Hetherington that CSE had to be multi agency so had to be answered and addressed by all those involved. He explained that there was no bar on what could be referred and that there was a coordinated approach dealing with cases, with the operational group meeting to review all cases, including any new referrals. Part of the process was for a number of managers from

partner agencies to come together so that everything required for the case could be drawn out at a strategic level. Councillor Francis still raised concerns that with so many possible victims it could be possible for individual cases to fall through the gaps and be missed.

In relation to questions from Councillors Francis and O'Neill around support networks for harder to reach groups such as minority groups or middle class families who may not be accessing services, Mr. Hetherington advised that there were many factors that could give rise to concerns being raised for young people. They had had reports of young people breaking out of the family home to engage in CSE activity, or children who had been witness to domestic abuse on a daily basis but came across outside of the family home as the perfect family and these were the families where the services may never know about them unless they are told of them. In the past there had been stigma attached to seeking help for CSE related issues and families may look to struggle on with the problems because of them rather than seeking out the professional help that was on offer.

Mr. Hetherington advised that there were a number of agencies such as NSPCC, Better Futures and the Pants campaign that went into schools and worked with young people around identifying risks and how to access help and raise awareness.

In relation to the delivery plan, Councillor Stewart asked if it would be continuous document that was always ongoing so that those actions that were not green would be carried forward into 2016/17 and was informed that there were a lot actions within the delivery plan that were operational and that some elements were very ambitious at the time of production and would need to be carried on. Councillor Stewart went on to ask if the Committee would have sight of the Plan for 2016/17 and was advised that they were undertaking a benchmarking process at the moment with a survey out for completion and that results would be submitted to the November meeting of the Safeguarding Children's Board in the first instance.

With regards to action 3a on the delivery plan to engage directly with communities, Mr. Hetherington responded to Councillor Stewart by informing him that they had developed a joint engagement model with Northumbria Police with the intention to cascade this through communities but that this had proved difficult to do and therefore it was hoped that following further discussions they would be able to report better progress in this area at a future meeting of the Committee.

There being no further comments or questions for the Officer, the Chairman thanked them for their attendance and it was:-

3. RESOLVED that report on the progress being made be received and noted.

Complaints and Feedback – Children's Services Issues

The Head of Law and Governance submitted a report (copy circulated) which provided the Committee with information regarding complaints and feedback received by the Council in relation to children's services issues.

(for copy report – see original minutes)

The Chairman welcomed Ms. Marie Johnstone, Complaint Manager who presented the report advising that the Council produced an Annual Complaints and Feedback report which was considered by the Scrutiny Coordinating Committee on 30 June, 2016 and it had been agreed that an extract of this report focussing on complaints relating to children's services be submitted to this Committee for consideration.

Ms. Johnstone advised that for the year 2015-16 there were 176 stage one complaint which was a drop of 22% from the previous year, of these 87% were resolved at stage one. There had been 23 requests for stage two complaint which was the same as the previous year and there had been 12 complaints progressing to a stage three review panel, an unprecedented increase on the previous year of 1110%. There had been no Ombudsman complaints received to date 23 compliments received.

Councillor Stewart referred to only 59 of the 176 stage one complaints being responded to within the statutory timescale of 10 working days and felt that this should be 100% and asked what was in place to improve this. Ms. Johnstone advised that the 10 days could be extended to 21 days so Officers would initially look to define the elements of the complaint and work with the provider of the information to provide a response to the complainant as soon as possible. Unfortunately, this could not always be carried out in time but Officers did try to keep customers fully informed at all times. Councillor Stewart asked if, in future, the report could breakdown further how many of the complaints had received a response within the 21 days also.

Mr. Hopkins commented that the number of complaints made by children or young people was very low and felt that this may be because they either didn't know how to lodge their complaint or if they had it was not being recognised as being made by a young person. He advised the Committee he would be sure that conversations were held with young people to ensure they were able to do this and were aware of the process to carry out should they wish to ever make a complaint.

In response to a query from Councillor Jackson regarding the policy when it becomes clear that a member of staff is responsible for having made a mistake, the Committee were informed that the Council as a whole would collectively take the blame and not just pinpoint one person who may have made a mistake. Internal processes would ensure that the reason for the error having been made was investigated fully and procedures put in place to ensure that the reasons behind it were addressed to lower the risks of it reoccurring.

With regards to a query from Councillor Stewart regarding learning from past mistakes and following up on them, Ms. Johnstone advised that they were logged within the complaints team and then followed up with the Heads of Service. They were then continually updated and fed into the improvement plan so that they could go back and do a review of actions put in place.

There being no further comments or questions for the Officer, the Chairman thanked them for their attendance and it was:-

4. RESOLVED that report be received and noted.

Notice of Key Decisions

The Head of Scrutiny and Area Arrangements submitted a report (copy circulated) providing Members with an opportunity to consider those items on the Executive's Notice of Key Decisions for the 28 day period from the 21st June, 2016.

(For copy report – see original minutes).

5. RESOLVED that the Notices of Key Decisions be received and noted.

Annual Work Programme 2015/16

The Chief Executive submitted a report (copy circulated) attaching for Members' information, the work programme for the Committee's work being undertaken for the 2016/17 council year.

(For copy report – see original minutes).

6. RESOLVED that the information contained in the work programme be received and noted.

The Chairman then closed the meeting having thanked Members and Officers for their attendance and contributions to the meeting.

(Signed) P. SMITH,
Chairman.

REPORT OF THE DIRECTOR OF CHILDREN'S SERVICES

SUNDERLAND SAFEGUARDING CHILDREN LEARNING AND IMPROVEMENT PLAN – PROGRESS UPDATE

1. Purpose of the Report

- 1.1 To provide an update report on the progress being made on the Safeguarding Children Learning and Improvement Plan.

2. Background

- 2.1 The Learning and Improvement Plan was developed by the Children's Services Improvement Board in response to the areas of improvement highlighted by the Ofsted Inspection Report.
- 2.2 The Learning and Improvement Plan has been developed around 7 key priorities for improvement:-
- Recruiting, retaining and developing a skilled and confident social care workforce
 - Providing coherent and coordinated early help services to children and their families
 - Improving the quality and timeliness of assessment and care planning
 - Ensuring high quality support and services for looked after children and effective permanency planning
 - Putting the voice of the child at the centre of social care practice
 - Supporting young people leaving care to have a positive and successful transition to adulthood and independence
 - Embedding strong quality assurance and governance mechanisms to drive continual improvement of service
- 2.3 The Children's Services Improvement Board monitors the Improvement Plan on a monthly basis. Members of this Committee also receive the agenda for the Sunderland Safeguarding Board.

3. Current Position

- 3.1 Alex Hopkins (Director of Children's Services) will provide a verbal update at the meeting on the progress being made on the priorities in relation to the Improvement Plan.

4 Conclusion

- 4.1 The report will provide members with an overview of the progress being made in implementing the Safeguarding Children Learning and Improvement Plan

5. Recommendations

- 5.1 The Scrutiny Committee is asked to consider and comment on the progress being made.

6. Glossary

None

7 Background Papers

Safeguarding Children Learning and Improvement Plan

REPORT OF THE DIRECTOR OF CHILDREN'S SERVICES

ANNUAL REPORT OF THE LOCAL AUTHORITY DESIGNATED OFFICER 2015/2016

1. Purpose of the Report

- 1.1 To consider the progress and performance of the Local Authority Designated Service Officer (LADO) service between April 2015 – March 2016 and highlight future action for the year ahead.

2. Background

- 2.1 The Local Authority Designated Officer (LADO) is appointed by the local authority to manage and oversee allegations against adults who work with children.
- 2.2 The LADO's responsibilities include:
- Providing advice and guidance to employers and voluntary organisations;
 - Liaising with police and other agencies;
 - Monitoring the progress of cases;
 - Providing data to the Safer Sunderland Board.
- 2.3 The LADO should ensure that all allegations or concerns about professionals or adults working or volunteering with children are recorded appropriately, monitored and progressed in a timely and confidential manner. This should ensure that children are protected from those who might harm them.
- 2.4 It also provides all agencies with a central point of contact for them to discuss and make notifications where appropriate.

3. Current Position

- 3.1 The LADO is required to provide an annual report on their work managing allegations against adults who work with children. The report for 2015/16 is attached as an appendix.
- 3.2 Gavin Taylor, Deputy Independent Reviewing Manager with responsibility for the Local Authority Designated Officer service will be in attendance to present the report and answer any questions.

4 Conclusion

- 4.1 The report will provide members with an overview of the progress being made by the LADO service and plans for the year ahead.

5. Recommendations

- 5.1 The Scrutiny Committee is asked to consider and comment on the progress being made.

6. Glossary

CAFCASS	- Children and Family Court Advisory Service
CCM	- Certified Case Manager
CIRT	- Cyber Incident Report Team
FTE	- Full Time Equivalent
IRO	- Independent Review Officer
LADO	- Local Authority Designated Officer
MASH	- Multi Agency Safeguarding Hub
SSCB	- Sunderland Safeguarding Children Board

7 Background Papers

Annual report of the Local Authority Designated Service Officer (LADO) April 2015 – March 2016

ANNUAL REPORT OF THE LOCAL AUTHORITY DESIGNATED OFFICER

APRIL 2015 – MARCH 2016

MANAGING ALLEGATIONS AGAINST ADULTS WHO WORK WITH CHILDREN

Author:

Gavin Taylor, Deputy Independent Reviewing Manager with responsibility for the Local Authority Designated Officer

June 2016

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Appendix 1 - 2014-2015 LADO Action Plan

Appendix 2 – Definitions of allegation management outcomes

Appendix 3 - LADO Data from the briefing sessions held in December 2015 and February 2016

Appendix 4 – Case Study LADO Report 2016

1. Purpose

- 1.1** The purpose of this report is to update the Sunderland Safeguarding Board on the progress and performance of the LADO service and to highlight the required actions for the next 12 months.

2. Introduction / National Context

- 2.1** The framework for the management of allegations of abuse continues to be set out in Working together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children (2015) and Keeping Children Safe in Education: statutory guidance for school and colleges on safeguarding children and safer recruitment (2015).
- 2.2** In line with the guidance, the LADO function is required to ensure that;
- Advice and guidance is provided to partner agencies and staff.
 - Any allegation made against a person who works with children in either a paid or a voluntary capacity is investigated. The LADO will facilitate and oversee this process to conclusion.
 - LADO meetings are effectively chaired and an agreed outcome of the investigation is established.
 - Allegations are appropriately managed by employers to protect the welfare of children.
 - Support actions are taken without delay to protect children.
 - All learning from LADO enquiries is effectively disseminated.
- 2.3** All organisations within Sunderland are required to have clear policies/procedures in place that outline how and what their organisation should do in the event that an allegation is made against an employee/volunteer who has contact with children. These policies and procedures should be in line with Sunderland Safeguarding Children Boards procedures.
- 2.4** In 2015-2016 the LADO service received 185 referrals from 15 organisations. This represented a marginal increase of 3 additional referrals from the previous year. Direct comparisons of referral numbers against other LA's is problematic given that there is no national statistics available on LADO enquiries to each authority.

3. Local Arrangements

- 3.1** Since the last annual report in July 2015 the capacity within the LADO service has been strengthened and increased. As at March 2016, there is 1.5FTE within the LADO function.

- 3.2** Designated LADO business support has continued to be co-located with the LADO service and an additional business support officer was appointed in October 2015 which led to the successful elimination of backlog of recording.
- 3.3** The LADO function is managed by the Independent Reviewing Officer service. Additional LADO management capacity was added in August 2015 through the recruitment of an IRO manager with specific responsibility for the day to day management of LADO.

4. Improvement and developments 2015-2016

Throughout 2015 – 2016, a number of improvements have been made to the LADO service which has increased productivity and enhanced quality including;

- In November 2015 new referral forms and LADO meeting templates were devised and implemented. This has improved clarity of the referral process and has led to greater consistency in the recording of LADO meetings.
- A LADO action plan was implemented so that all recommendations following a LADO strategy meeting are distributed within 24 hours. Performance against this will be reported in the next quarter.
- Practice standards were introduced to improve the timeliness of strategy minutes produced and distributed to professionals within 15 working days. Performance against this will be reported in the next quarter.
- Protected time has been introduced for the LADO function to ensure that case recordings are kept up to date. Currently the LADO service has no outstanding case recordings and any cases that are open are due to ongoing investigations.
- An annual staff supervision program has been implemented to support LADO staff. Alongside this plans are in place to conduct staff annual appraisals that will inform personal development plans.
- Briefing sessions were undertaken in December 2015 and February 2016 reaching a total of 132 staff. These sessions advised professionals about the current structure and referral process for LADO. This has not lead to an increase in referral rates, however it has improved awareness and consistency as all new referrals are now completed on LADO referral forms.
- In November 2015 the LADO service has started to capture performance information when offering advice and consultation. The reason for this was to further assist the LADO service in understanding the wider levels of support that were being offered and not just recording referrals.

A total of 51 advice and consultation contacts have been made to the LADO service. As expected the people contacting the service for advice were from a wide range of services such as CAF CASS, parents and one young person. Education staff accounted for the largest group with 18 contacts. This was then followed by Social Worker's with 9 contacts.

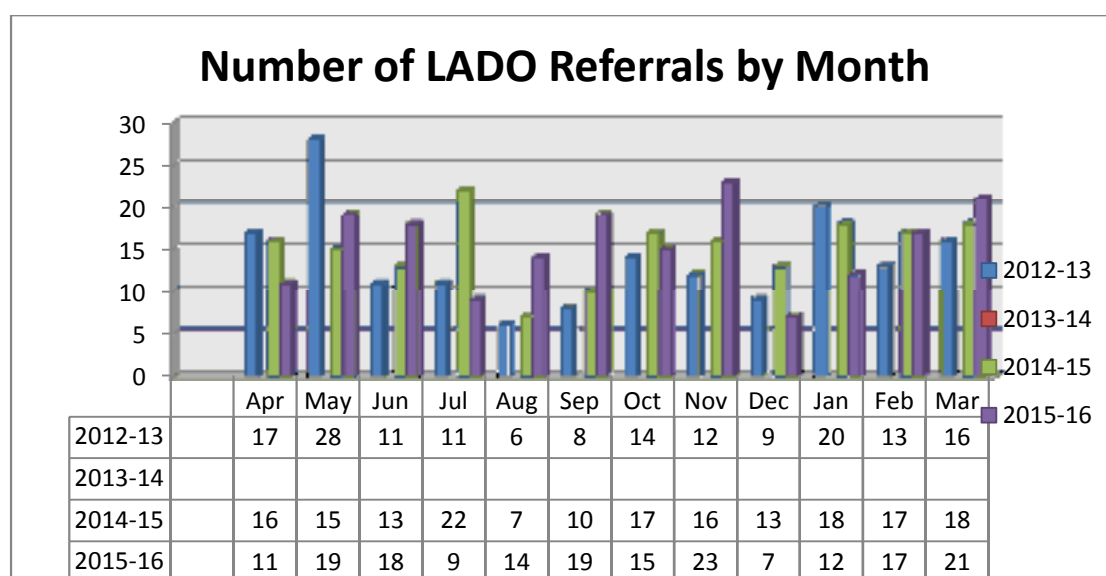
- In March 2016, internal audits of LADO case files were completed. Seven case files were chosen at random. 6 were audited by the Deputy IRO Manager and one by another Local Authority to ensure robust challenge and quality assurance. Audit informed changes in practice implemented in March 2016 as follows:-
 - Work around strengthening the interface with partners and the accountability for none attendance at LADO meetings.
 - LADO Practice Standards developed and internal staff briefing around process and LADO Practice Standards.
 - Case note closure summaries were introduced at the start of March 2016 to ensure that no cases in Sunderland were closed with the statement of No Further Action (NFA). This has strengthened the information held by the LADO service in the event of re-referrals and was learning from external audit.
 - A LADO case note in CCM was introduced in March 2016 to support the LADO recording on known children's case files to seek to improve outcomes for children. This means that Children Services are now able to clearly identify when a child has been known to the LADO service this was learning from our Ofsted inspection in 2015.
 - Reminder to LADO staff of the need to ensure that they gave consideration at all times to any cross boundary matters and ensured that appropriate records are made in the relevant allegation management document.
 - That LADO process to ensure that all the relevant statutory bodies are made aware in a timely fashion of allegations against professionals.

In addition to the developments highlighted, 10 of the 15 actions in the LADO report 014/15 have been fully achieved, 2 partially achieved and 3 remain outstanding. These will be progressed as part of this year's work. A full breakdown of this information can be read within the attached appendix 3.

5. Analysis of Data and Trend's

5.1 Number of Referrals

In 2015-2016 there were a total of 185 referrals, a small increase from the previous year of 182.



The least number of referrals for the year was received in December (7 referrals). School holidays continue to represent the months the LADO service receives its lowest amounts of referrals. This correlates with the collective education profession being the predominant referrer into the LADO service.

5.2 Referrals by Profession/employment setting

Since the last Annual Report there has been an increase in the number of referrals received in respect of where staff are employed.

Secondary education saw their referral figures rise from 31 to 44,

Foster Carer referrals saw an annual increase by 5 referrals from 35 to 40 referrals for the second year in a row.

It was the 'Other' reporting group which saw the greatest overall increase in relation to the total number of referrals from 27 up to 45 seeing an increase of 18 more referrals in the reported time frame. This category includes; sporting organisations, after school clubs, youth clubs, and GP's.

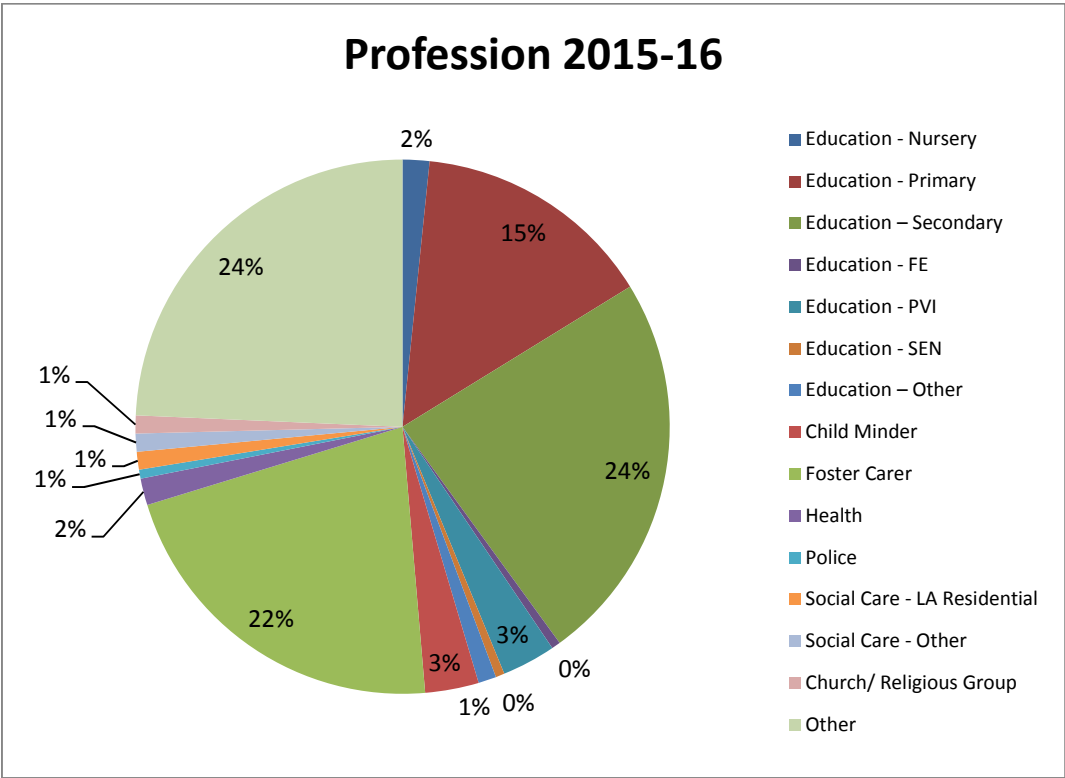
Social Care LA Residential, Northumbria Police and Education PVI all saw an increase of one referral compared with their referral figure for 2014-2015.

There has been one area of significant decrease in relation to referrals in respect of the primary school setting which saw a reduction of referrals from 42 reported in 2014-2015 to 27 in this annual reporting period. Education-Other has the second largest decrease from 11 in 2014-2015 to 2 in this same time period.

For the second year running there has been a decrease in respect of referrals received from health professionals falling from 4 to 3.

Nursery staff referrals drop from 7 to 3 and staff working in Special education settings dropping from 11 to 2 referrals.

For the third year in a row there was an ongoing reduction in relation to the referral rate for all of the educational settings, reducing from 89 in 2014-15 to 84 referrals in this current reporting timeframe. This represents a 6.9 % decrease

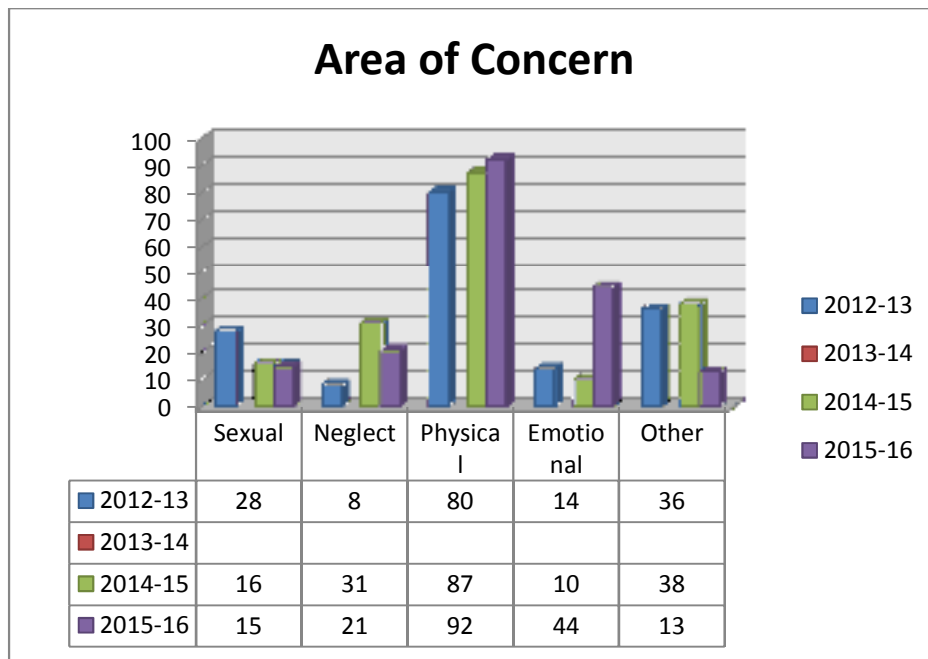


5.3 Area of Concern/ Categories of Abuse

The main category of abuse for referrals into the LADO service has continued to be the allegation of physical abuse. This accounts for half of the total number of referrals made into the LADO service at 92 cases (50% of the total number of referrals).

There has being a significant increase in the number of referrals made under the category of emotional abuse from 10 in 2014-2015 up to 44 referrals in 2015-2016. This coincides with a rise in the cases categorised under emotional abuse within the Child protection arena.

There has been a reduction of 17 referrals in relation to other forms of concern from 30 to 13 in 2015-2016. This could be as result of overall better identification of categories of abuse and subsequent naming of the category of concern by the referral population in Sunderland. Since 2011-12 there has been a year on year reduction in the reporting of 'other' as an area of concern.

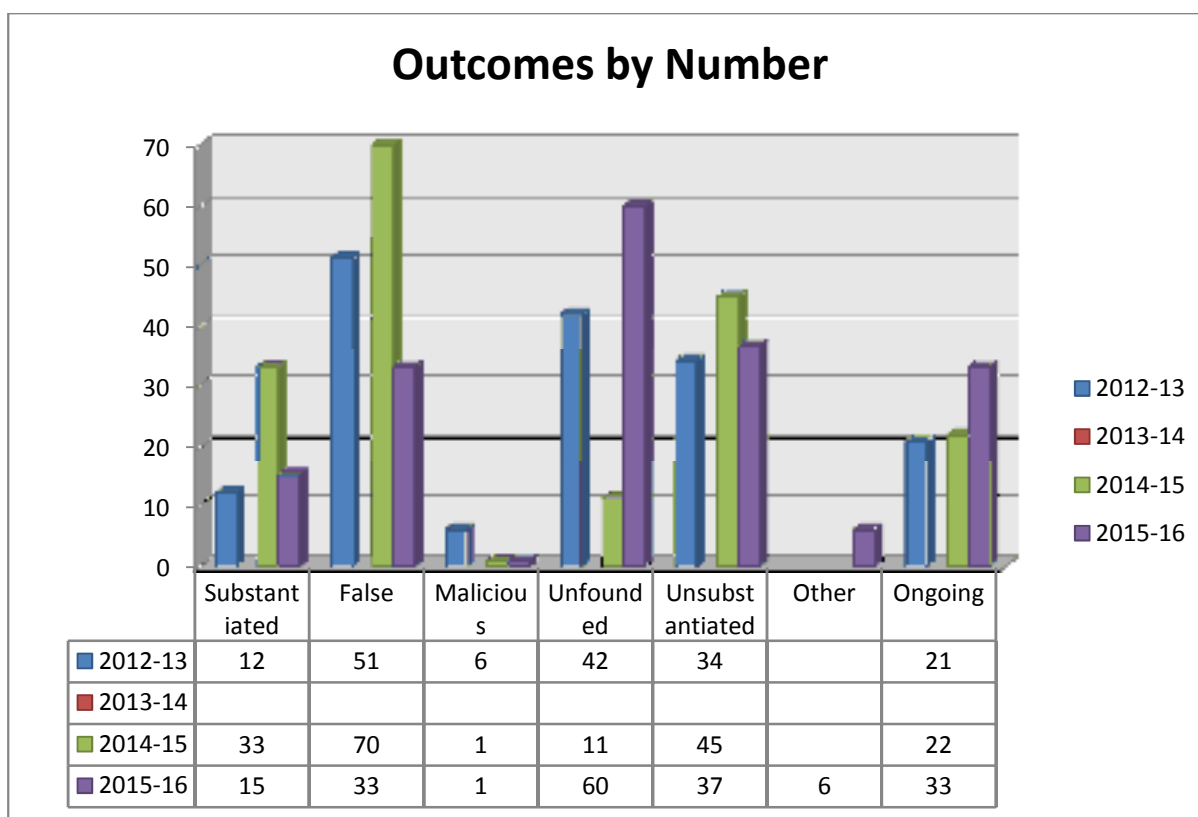


5.4 Outcomes

In 2015-2016, the LADO received 185 referrals. 152 have been completed and 33 remain open. The longest case currently open to LADO is over 19 months; this case has had number of LADO meetings and is currently with HR and the police due to its complex nature. The LADO service seeks monthly updates from these services with regards to the progression of the case.

Of the 152 completed enquiries 60 were unfounded, 15 were substantiated, 33 of these cases were concluded as false and 37 were unsubstantiated.

The number of malicious allegations has continued to be low and this year's figure repeats the figure of last year representing 1 case.



5.5 Timeliness of Case closure

Working Together 2010 sets out an expectation that:

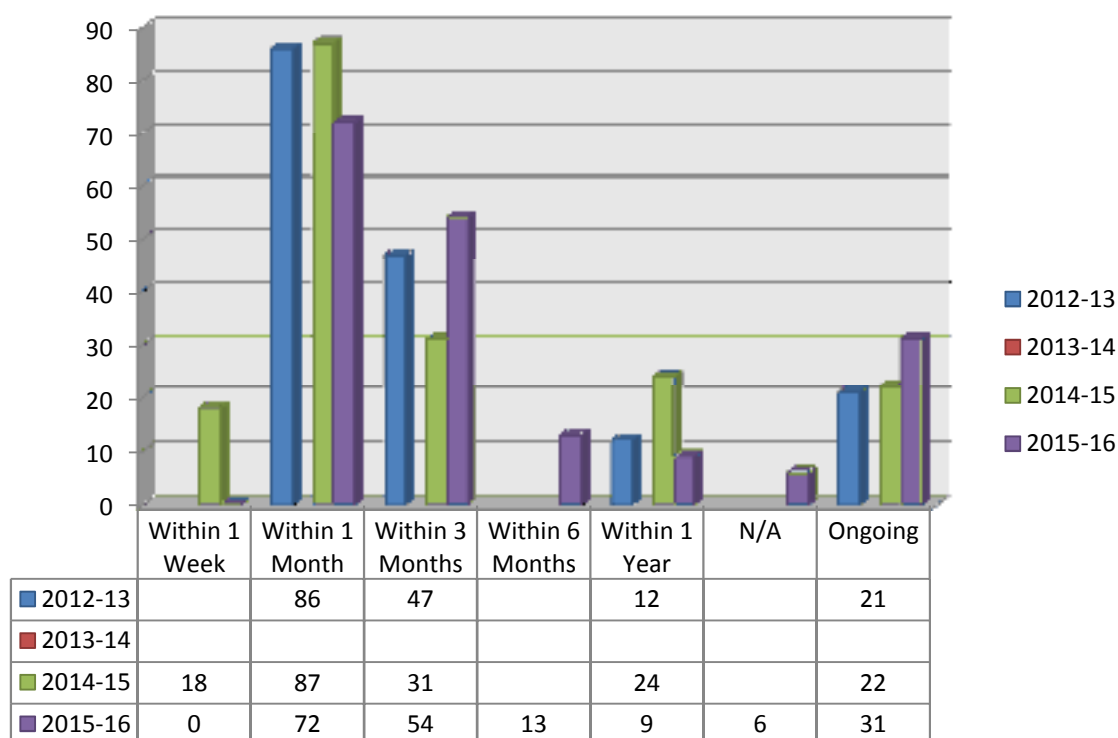
- 80% of cases are resolved within one month
- 90% within three months
- All but the most exceptional within one year.

In addition we have agreed local timescales for the distribution of recommendations and minutes as follows:

- Minutes in 15 days from date of strategy meeting been held
- LADO action plan within 24 hours of any strategy meeting

As part of the strengthening of the quality assurance role the LADO service will be seeking to report upon the attainment of these standards on a quarterly basis.

Timescale -Number achieved



The overall trend within the LADO service is that generally cases are continuing to be more complex and need more than one strategy meeting. LADO cases predominately involve HR and police which lead to complex investigation

6. Areas for Development Action Plan 2016 -2017

A number of actions have been identified for development of the LADO function which will further improve the performance of the service. These include;

Action	Lead	Deadline	Update
Increase the capacity of the LADO as part of the development of the Children's Independent Reviewing Team			
Recruit to LADO posts to ensure longer term sustainability	Head of Integrated Commissioning	October 2016	
In collaboration with the Commissioning Service and Children Services the LADO service needs to continue to develop its recording mechanisms within any future Children Services database procurement.			
LADO Service to continue to review its recording method seeking to be fully integrated into Children's Services database arrangements upon any new system procurement.	Head of Integrated Commissioning, LADO and IRO Business Manager	February 2017	

Action	Lead	Deadline	Update
Business Manager to develop key stroke guidance for administration processes within the LADO service	Business Manager and scale 5	September 2016	
Research the key factors in the cases which are not substantiated			
Undertake or commission audit work to review the 37 cases where allegations are not substantiated	Head of Integrated Commissioning, Director Quality Assurance team and LADO Manager	November 2016	
To re-establish regional LADO meeting to promote collective sharing of information between the regional LADO services and to have a presence at national LADO events			
Sunderland LADO to attend and promote regional and information sharing between regional LADO's	LADO and LADO Manager	15 July 2016	
To agree the arrangements for information sharing protocols with regional LADO and raise the need for the collation of national data to inform policy making.			
LADO annual national event to be attended	LADO	February 2017	
Write to member of the SSCB board to raise awareness of the LADO role and the referral process			
A copy of the LADO annual report and leaflets to be distributed to the SSCB Board to raise awareness of the LADO function.	Chair SSCB	September 2016	
The LADO will work with education/ other providers in the borough to raise their awareness of the LADO			
The LADO will further develop a database of all education providers.	LADO business support ,	November 2016	
LADO Service will foster effective working relationships with Director of Education and	LADO, LADO Manager and Simon Marshall Director of Education	September 2016	

Action	Lead	Deadline	Update
his team within the new children service arrangements.			
<i>The LADO will contact independent schools in the borough and ask them to clarify what processes they have in place to respond to any allegations about a member of staff.</i>	LADO	October 2016	
To share the LADO practice standards with partner agencies	LADO Manager via SSCB	September 2016	
To continue to raise the profile of the LADO service and function across the City			
The LADO to deliver an annual briefing session and for this to be part of the SCCB training calendar. This to build upon the briefing session delivered in 2015/ 2016	LADO	March 2017	
To ensure regular updating of the safeguarding page on City of Sunderland Council website on the role of the LADO	LADO and Communications Officer	November 2016	
The LADO will review links to all faith groups, including the development of links and guidance for Mosques and Madrassahs.	LADO, LADO Manager and SSCB policy and procedure group	9th June 2016	
To further strengthen LADO quality assurance function and reporting mechanisms			
Audit LADO action plan to ensure that quality and timeliness of distribution in a accordance with Practice Standards	IRO manager and LADO manager	Rolling programme commencing July 2016	
LADO service to work in conjunction with business managers to strengthen LADO reporting mechanisms to support service development	Business managers, and LADO Manager	June 2016	

Appendix 1

2014-2015 LADO Action Plan Update

Action	Lead	Deadline	Update
Increase the capacity of the LADO as part of the development of the Children's Independent Reviewing Team			
1. Consider the creation of a new part-time post to increase LADO capacity	CIRT Manager & Head of Integrated Commissioning	September 2015	Achieved This has been achieved by the appointment of an agency worker who provides an additional 15 hours a week of LADO cover, an appointment of a permanent part time post to the LADO service still needs to be secured.
Continuously improve allegations management arrangements in all agencies and sectors in Sunderland			
2. Review findings in section 11 audits about allegations management arrangements and compliance and identify future actions to address any areas for improvement	LADO and SSCB Business Manager	September 2015	Achieved
In collaboration with the ICS Development Team, identify the best way to include LADO recording as a restricted section within the main ICS system			
3. Review recording in other LADO Services and make recommendations for ICS development over the next 18 months	LADO and ICT Service	March 2016	Achieved A mapping process was completed in October 2015 in relation to the LADO function and recording method, however due to the plan to commission a new database the

Action	Lead	Deadline	Update
			decision was made not to move into CCM. The LADO service however in March 2016 introduced a LADO case note so that case recording can be made in individual children's CCM case notes identifying key information in relation to the child whilst not breaching any alleged adults confidentiality.
Research the key factors in the cases which are not substantiated			
4. Undertake or commission audit work to review the number of cases where allegations are not substantiated	LADO and CIRT Manager	December 2015	Not achieved This action has not been addressed. This has been timetabled for action in the forthcoming business year.
Expand the range of performance information to include the outcomes for staff subject to allegations (including the number of staff subject to disciplinary action and referrals to the Disclosure and Barring Service			
5. The LADO and Admin Support will expand the database to include an expanded range of performance information.	LADO and specialist Business Support	September 2015	Achieved November 2015 Performance data from the LADO service continues to be developed and since the last Annual Report the LADO service has continued to provide monthly data to the Improvement Board and quarterly data to the SSCB.

Action	Lead	Deadline	Update
			Additionally LADO information is reported to Children's services Senior Management Team by IRO service manager on a monthly basis
Review the LADO Policy and Procedures			
6. The LADO Policy and Procedures will be reviewed and revised in accordance to changes to Working Together 2015 and Keeping Children Safe in Education 2015	CIRT Manager & LADO	July 2015	Achieved November 2015.
Review the thresholds for LADO intervention locally against those set out in Working Together 2015			
7. Regional LADO Meeting to be convened to benchmark performance, review and set consistent thresholds locally.	LADO	September 2015	Achieved Regional meetings have been held, however not quarterly due to staffing issues within the Northern region. Last regional meeting was held in November 2015 in Sunderland and work has been undertaken in relation to thresholds. This work was presented within the National LADO Conference February 2016 who are now taking forward the need to develop National thresholds for the

Action	Lead	Deadline	Update
			LADO Service. This matter will need to continue to be discussed in the regional meetings. The next regional meeting is planned for the 15.7.16 in Durham
Write to Directorates within the council to raise awareness of the LADO role and the referral process			
8. A copy of the LADO annual report and leaflets will be distributed to the individual directorates within the council with a letter from SSCB asking for assurance that managers within these services will be briefed on the role of the LADO and information about how to refer.	Chair SSCB	September 2015	Achieved
The LADO will work with education providers in the borough to raise their awareness of the LADO			
9. The LADO will establish a database of all education providers in the borough and provide each with information about Keeping Children Safe in Education and the Sunderland LADO system.	LADO	December 2015	Partially achieved, a full database still needs to be established with confirmation of their processes. Education services were targeted in the briefing sessions and 58 of the attendees attended from education provision. In addition to this a private safeguarding consultant firm who operates within the majority of Sunderland schools

Action	Lead	Deadline	Update
			<p>attended this briefing session and the information provided has been cascaded down via their termly newsletters.</p> <p>LADO Service in 2016-2017 will seek to further improve our communication with educational provision via the use of termly governors newsletter links. This will be developed with Colin Byers who has the lead on circulation. Also with the appointment of Sunderland Director of Education Simon Marshall there is now the opportunity to establish effective information sharing processes with educational service.</p>
10. The LADO will contact independent schools in the borough and ask them to clarify what processes they have in place to respond to any allegations about a member of staff.	LADO	December 2015	Action remains outstanding, to be completed by end of June 2016.
To raise the profile of the LADO across the City			
11. The LADO to deliver training and bespoke presentations to all agencies during 2015/16 to ensure that the role of the LADO is understood and appropriate and efficient referrals are	LADO	February 2016	<p>Achieved.</p> <p>Briefing sessions were delivered in December 2015 and February 2016 (Please refer to Appendix 3). In</p>

Action	Lead	Deadline	Update
made.			addition to this bespoke training has also been offered to Sunderland Football Club and its Academy provision. A meeting was held in March 2016 with their HR representative. This work will continue to be discussed and developed in 2016/2017.
12. The LADO will review links to all faith groups, including the development of links and guidance for Mosques and Madrassahs.	LADO Sunderland Safeguarding Business Unit	December 2015	Not achieved, IRO management will now direct this work going forward in 2016 -2017 with an initial meeting being held with these faiths by September 2016. Date of this meeting still needs to be established
13. To further update the safeguarding page of the City of Sunderland Council website to include more detailed information regarding the role of the LADO	LADO and Communications Officer	December 2015	Achieved
To improve referral systems and processes			
14. To refine the internal referral process with the MASH including Children's Services, and the Police. maximising opportunities to hold immediate strategy meetings, where	LADO, CIRT Manager and MASH Strategic Service Manager	September 2015	The internal referral process was reviewed in October 2015 and a new referral form distributed to Children's Services staff in November 2015. There remains

Action	Lead	Deadline	Update
appropriate.			a need however to further strengthen LADO and child protection strategy meetings. Therefore there needs to be a coordinated piece of work with the MASH management team. Efforts to progress this via a meeting with the then Service Manager were made in October, November and December. Work capacity issues in February and March within the IRO service have impacted upon this being achieved with the current Service Manager. This work needs to be progressed with some urgency with the MASH management. To be achieved June 2016.
15. To review the Allegation Management Form and guidelines on how to complete the form.	LADO	September 2015	Achieved November 2015

Appendix 2

Definitions of allegation management outcomes

Substantiated: Where on the balance of probability abuse or harm is confirmed

Unsubstantiated: Insufficient identifiable evidence to prove or disprove the allegation

Unfounded: No proper basis on which the allegation is made. The referrer may have misinterpreted the incident, did not have knowledge of all the circumstances or was mistaken what he / she saw

False: An unfounded allegation which has been made with the deliberate intention to deceive. Some parts may have been fabricated around an actual incident

Malicious: Deliberate intent to cause harm to the person who is the subject of the allegation. Evidence will be required to prove the intention to cause harm

Appendix 3

LADO Data from the briefing sessions held in December 2015 and February 2016

Setting:	Numbers:
Education	55
Housing	8
Counted 4	2
Turning Point	1
Sunderland City Council	21
Health	20
Church/ Religious Groups	3
Private Nurseries	9
Adoption Agencies	1
Sports Clubs	3
Youth Projects	1
CAMHS	2
Police	1
Health Private	2
Other	3
Total:	132

Appendix 4

Case Study

To help illustrate the work of the LADO service in Sunderland over the last 12 months the following case study is a real case that was referred into the LADO service. To protect the anonymity of the people involved all identifiable information has been redacted.

Case Study One: - Allegation against Foster Carer.

Background to referral

The LADO service receives a referral from young person's Social Worker advising that a Looked After young person has disclosed to their teacher that they do not like their foster carer as they shout and swear at them and the young person alleges that their carer has hit them. Information received in the morning whilst young person was at school.

LADO intervention

Checks on the foster carer completed within the allegation management system to see if any prior concerns have been raised in respect of the carer. LADO contacts fostering manager to advise them of the referral and to confirm if any other children live in the household. Checks confirm that prior allegations in relation to the carer have been made. Joint strategy meeting agreed with Children Services to consider young person's safety and foster carer's ongoing role.

Strategy meeting

In attendance LADO, Fostering Manager, Human Resources, Young Person's Social Worker, Area Operational Manager, IRO and Northumbria Police. Recommendation from the meeting was for the young person to be moved to an alternative foster care placement whilst investigations were undertaken. Police and Social Worker were to speak with the young person. Fostering Services to advise carer of the allegations made and that the young person would be moved. Referral to be made to MASH in relation to the carer's own children due to the concerns.

Outcome

Police concluded their investigation during which young person provided a different account stating that whilst the carer does shout at them that they have never been hit but did feel upset by the carer's shouting and swearing. No police action was taken. Young person requested not to return to placement and remained with their alternative foster carers. The outcome of the MASH involvement in relation to the carer's own children was no further action. Fostering Service completed an updated assessment and carer completed further training with an early foster carer review. No further children were placed until the assessment was completed.

**CHILDREN, EDUCATION AND SKILLS
SCRUTINY COMMITTEE**

8 SEPTEMBER 2016

NOTICE OF KEY DECISIONS**REPORT OF THE CHIEF EXECUTIVE****1. PURPOSE OF THE REPORT**

- 1.1 To provide Members with an opportunity to consider the items on the Executive's Notice of Key Decisions for the 28 day period from 23 August 2016.

2. BACKGROUND INFORMATION

- 2.1 Holding the Executive to account is one of the main functions of Scrutiny. One of the ways that this can be achieved is by considering the forthcoming decisions of the Executive (as outlined in the Notice of Key Decisions) and deciding whether Scrutiny can add value in advance of the decision being made. This does not negate Non-Executive Members ability to call-in a decision after it has been made.
- 2.2 To this end, the most recent version of the Executive's Notice of Key Decisions is included on the agenda of this Committee. The Notice of Key Decisions for the 28 day period from 23 August 2016 is attached marked **Appendix 1**.

3. CURRENT POSITION

- 3.1 In considering the Notice of Key Decisions, Members are asked to consider only those issues where the Scrutiny Committee or relevant Scrutiny Panel could make a contribution which would add value prior to the decision being taken.
- 3.2 In the event of Members having any queries that cannot be dealt with directly in the meeting, a response will be sought from the relevant Directorate.

4. RECOMMENDATION

- 4.1 To consider the Executive's Notice of Key Decisions for the 28 day period from 23 August 2016 at the Scrutiny Committee meeting.

5. BACKGROUND PAPERS

- Cabinet Agenda

Contact Officer : James Diamond, Scrutiny Officer
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james.diamond@sunderland.gov.uk

The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Notice is given of the following proposed Key Decisions (whether proposed to be taken in public or in private) and of Executive Decisions (including key decisions) intended to be considered in a private meeting:-

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
160104/48	To consider the freehold acquisition of two properties to provide children's services accommodation.	Cabinet	Y	Between 1 October and 31 December 2016.	Y	The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining this exemption outweighs the public interest in disclosing the information.	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
160505/70	To approve the Minster Quarter Masterplan (MQMP) Supplementary Planning Document (SPD) for the purposes of public consultations and as a material consideration in assessing planning applications, pending its finalisation following public consultation.	Cabinet	Y	21 September 2016.	N	Not Applicable	Cabinet Report MQMP SPD Habitat Regulations Assessment	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160712/90	To approve the Corporate Plan 2016-2020 and the Corporate Plan Delivery Plan 2016-2017.	Cabinet	Y	During the period 21 September to 30 November 2016.	N	Not Applicable	Cabinet Report Corporate Plan 2016-2020 Corporate Plan Delivery Plan 2016-2017	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
160721/91	To consider proposals for General Budget Consultation.	Cabinet	N	21 September 2016	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160727/92	To authorise the Executive Director of Commercial Development to exercise the Council's enforcement powers under the Law and Property Act 1925 in relation to the use of Enforced Sales.	Cabinet	Y	During the period 1 October to 30 November 2016.	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160727/93	To authorise the Executive Director of Commercial Development to approve arrangements for Strategic Commissioning of Place Services.	Cabinet	Y	During the period 21 September to 30 November 2016.	N	Not Applicable	Cabinet Report Business case including executive summary	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
160728/94	To approve the disposal of premises within the Athenaeum Buildings, Fawcett Street, Sunderland.	Cabinet	Y	During the period 21 September to 31 October 2016.	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160728/95	To approve the Budget Planning Framework 2017/2018 and the Medium Term Financial Strategy 2017/2018 to 2019/2020 including 4 year settlement guarantee proposals.	Cabinet	Y	21 September 2016	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160728/96	To approve the disposal of land at Hillthorn Park.	Cabinet	Y	During the period 21 September to 31 October 2016.	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
160808/98	To consider updated proposals for ICT delivery.	Cabinet	Y	21 September 2016	Y	The report is one which relates to an item during the consideration of which by Cabinet the public are likely to be excluded under Paragraph 3 of Schedule 12A of the Local Government Act 1972, as amended, as the report will contain information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining this exemption outweighs the public interest in disclosing the information.	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk

Item no.	Matter in respect of which a decision is to be made	Decision-maker (if individual, name and title, if body, its name and see below for list of members)	Key Decision Y/N	Anticipated date of decision/ period in which the decision is to be taken	Private meeting Y/N	Reasons for the meeting to be held in private	Documents submitted to the decision-maker in relation to the matter	Address to obtain further information
160809/99	To provide Cabinet with an update on progress in the establishment of a Children's Company – including consideration of the provision of support services.	Cabinet	Y	21 September 2016	N	Not Applicable	Cabinet report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160809/100	To seek Cabinet approval for procurement of Healthwatch Sunderland following the development of the service delivery model and Service Specification.	Cabinet	Y	21 September 2016	N	Not Applicable	Cabinet report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160822/101	To consider membership of a special purpose vehicle (a company limited by guarantee) in relation to the implementation of JEREMIE 2 funding stream.	Cabinet	Y	21 September 2016	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk
160822/102	To consider Sunderland City Council involvement in the One Public Estate Programme.	Cabinet	Y	During the period 21 September to 31 October 2016	N	Not Applicable	Cabinet Report	Governance Services Civic Centre PO BOX 100 Sunderland SR2 7DN committees@sunderland.gov.uk

Note; Some of the documents listed may not be available if they are subject to an exemption, prohibition or restriction on disclosure.

Further documents relevant to the matters to be decided can be submitted to the decision-maker. If you wish to request details of those documents (if any) as they become available, or to submit representations about a proposal to hold a meeting in private, you should contact Governance Services at the address below.

Subject to any prohibition or restriction on their disclosure, copies of documents submitted to the decision-maker can also be obtained from the Governance Services team PO Box 100, Civic Centre, Sunderland, or by email to committees@sunderland.gov.uk

Who will decide;

Cabinet; Councillor Paul Watson - Leader; Councillor Henry Trueman – Deputy Leader; Councillor Mel Speding – Cabinet Secretary; Councillor Louise Farthing – Children’s Services; Councillor Graeme Miller – Health, Housing and Adult Services; Councillor John Kelly – Public Health, Wellness and Culture; Councillor Michael Mordey – City Services; Councillor Cecilia Gofton – Responsive Services and Customer Care

This is the membership of Cabinet as at the date of this notice. Any changes made by the Leader will be specified on a supplementary notice.

Elaine Waugh
Head of Law and Governance

23 August 2016.

**CHILDREN, EDUCATION AND SKILLS
SCRUTINY COMMITTEE**

8 SEPTEMBER 2016

ANNUAL WORK PROGRAMME 2016-17

REPORT OF THE HEAD OF SCRUTINY AND AREA ARRANGEMENTS

1. PURPOSE OF THE REPORT

- 1.1 The report sets out the current work programme of the Committee for the 2016-17 Council year.
- 1.2 In delivering its work programme the Committee will support the council in achieving its Corporate Outcomes.

2. Background

- 2.1 The work programme is a working document which Committee can develop throughout the year. As a living document the work programme allows Members and Officers to maintain an overview of work planned and undertaken during the Council year.

3. Current position

- 3.1 The current work programme is attached as an appendix to this report.

4. Conclusion

- 4.1 The work programme is intended to be a flexible mechanism for managing the work of the Committee in 2016-17.

5 Recommendation

- 5.1 That Members note the information contained in the work programme.

Contact Officer: Jim Diamond, Scrutiny Officer
James.diamond@sunderland.gov.uk

CHILDREN, EDUCATION AND SKILLS SCRUTINY COMMITTEE – WORK PROGRAMME 2016-17

REASON FOR INCLUSION	28 JUNE 16	19 JULY 16	8 SEPTEMBER 16	6 OCTOBER 16	3 NOVEMBER 16	1 DECEMBER 16	5 JANUARY 17	2 FEBRUARY 17	2 MARCH 17	30 MARCH 17
Policy Framework/ Cabinet Referrals and Responses						Youth Justice Plan (Fiona Brown)			Children and Young People's Partnership Plan (Portfolio Holder)	Education and Skills Strategy (Simon Marshall)
Scrutiny Business	Remit and Work Programme of Committee (Jim Diamond) Children and Adult Mental Health Service – Progress Report (Janette Sherratt) Participation and Engagement of Young People (Jane Wheeler)	Child Sexual Exploitation (Gary Hetherington) Social Work – Arrangements for Obtaining Staff Views (Debra Patterson)	Local Authority Designated Officer (LADO) –Annual Report (Gavin Taylor))	Corporate Parenting Annual Report (Martin Birch) Levels of Attendance and Exclusions in Schools (Simon Marshall) Children and Adult Mental Health Service (Janette Sherratt)	Support provided for Autistic Children (Simon Marshall) Independent Review Officer (IRO) – Annual Report (Graham King)	Special Educational Needs (Simon Marshall) Child Sexual Exploitation – Delivery Plan (Gary Hetherington)	Safeguarding Board Annual Report (Independent Chair) Early Years Support (Simone Common)	Educational Attainment Schools Results/ Performance of Looked after Children and Vulnerable Groups(Bev Scanlon) Pupil Place Planning (Bev Scanlon)	Suicide and Self Harm, children & young people – Progress Report (Gillian Gibson/Lorraine Hughes)	Drugs and Alcohol – Support for Young People (Simon Marshall) Youth Work Provision (Simone Common)
Performance / Service Improvement		Improvement and Learning Plan – Monitoring Report (Alex Hopkins) Children's Services Complaints (Marie Johnston)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins) Children's Services Complaints (Marie Johnston)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins)	Improvement and Learning Plan – Monitoring Report Alex Hopkins)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins) Children's Services Complaints (Marie Johnston)	Improvement and Learning Plan – Monitoring Report (Alex Hopkins)
Consultation / Awareness Raising	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17	Notice of Key Decisions Work Programme 16-17