

Independent Inquiry into Child Sexual Abuse (IICSA)

Lambeth Council IICSA Action Plan

15 December 2021



Lambeth



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About this document
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Forewords



Foreword from the Leader of the Council



The publication of the Investigation Report in July 2021 by the Independent Inquiry into Child Sexual Abuse shone a light on one of the most painful and most profoundly shocking truths about Lambeth Council's history. The council consistently failed some of the most vulnerable children and young people whose care was entrusted to us. We let them down.

At the report's launch, I re-stated the sincere apology made by my two immediate predecessors as Leader. The council failed to listen and act, often not even believing children when they had the courage to report what was happening. The council failed to take effective action to stop abuse happening. That failure has caused untold distress with lifelong impacts, which we know many survivors continue to

wrestle. The fact that such a highly disproportionate number of those affected came from our Black communities is a scar on our past that we must put right.

Since the publication of the report, the council has been working extremely hard to develop and implement an Action Plan which will ensure that our children and young people in care will never again face such heartless complacency and will instead be supported to live their lives positively and with ambition for the future. The Plan strongly incorporates the voice of the child throughout and benefits from careful and intensive oversight by elected Members, including myself.

We are absolutely determined to address the issues which the Independent Inquiry highlighted. Tough questions have been asked, no process is being left unreviewed and no child will be left behind. These are our collective and ongoing commitments to children and young people for whom we care. They are also our commitments to residents, carers, Lambeth Council staff and our partners across the borough. Each wants to see clear evidence that we

have changed, that the Lambeth of today is wholly different from the council of the past that so flagrantly put the needs of children aside.

In developing our Action Plan, I want to thank my fellow councillors for their engagement. Our staff have worked incredibly hard – and continue to do so – to implement meaningful change that will deliver results. Our wider partnership has carried out its role of critical friend which has helped shape our Plan for the better.

Finally, I want to pay tribute to each and every victim and survivor – and their families and support networks. It was their courage that forced these issues onto the agenda and ensured that the Inquiry into these appalling failures took place. As we move towards being recognised as a UNICEF Child Friendly Borough, the needs of children and young people in the future requires us to reflect on the past. Victims and survivors deserve our respect and our determination to succeed in our work. I believe this Plan will deliver on that promise.

Cllr. Claire Holland, Leader, Lambeth Council



Foreword from the Chief Executive



When it comes to be written, the history of Lambeth will have our response to the Independent Inquiry into Child Sexual Abuse (IICSA) at its heart. The Inquiry rightly requires that we evidence our assertions that Lambeth is very different today from that past which the Inquiry's Report detailed so harrowingly, and we are absolutely determined to deliver on that.

Our Action Plan will achieve this requirement. Strong and robust professional leadership from the top – including from myself – but also our committed Strategic Director of Children's Services, working with senior elected Members, Management Board colleagues and all of our councillors is a strong feature of this Plan. Every officer of this council has a role to

play in delivering it in full: this is not a 'project in a silo': it is the responsibility of everyone in the council to play their part in keeping our promises.

The Action Plan also sets out our strategic objectives relating to the specific recommendations from IICSA, such as on leadership and accountability, as well as updates on projects and programmes which ensure delivery against those. It ensures that elected Members' priorities are actioned and can have confidence in how Lambeth works today to positively support children.

So that there is clear alignment between this Action Plan and our broader work on children and young people in care, we have re-validated our existing safeguarding and corporate parenting strategies. Assisting with this important work, Lambeth also benefits from a well-established Children in Care Council called 'Visions of Success' (VoS), who are an absolutely pivotal steering group in helping us to make sure that our Action Plan and ways of working remain in the interest of all our children and young people in care and that it is implemented in a service user led way.

Our engagement with victims and survivors of abuse has been an important element as we strive to make sure what happened can never occur in Lambeth again. We are grateful to the brave victims and survivors for every detail they shared with the Council and IICSA which enables us to ensure that children and young people in care today and in the future are safeguarded.

Our Equalities, Diversity and Inclusion Board and Steering Group have reflected on the clear disproportionate impact on Black children in care in terms of the horrendous abuse the Inquiry Report evidenced. To address this, we have strong programmes and processes in place to support Black, Asian and Multi-Ethnic children and young people – but we are mindful of the consistent disproportionality of Black children in the care system.

The Action Plan includes detail on what we are doing to embed real and lasting change corporately through a new approach to organisational development, as well as making sure delivery is cascaded through individual business and directorate plans. We are doing this so that everyone who works here or



Foreword from the Chief Executive

alongside us in partnership clearly understands our plans and priorities to safeguard and meet the needs of our children and young people in care. In effect, this Action Plan makes sure that what we say reflects what we actually do. Lambeth is currently devising our UNICEF 'Child Friendly Lambeth' programme that will work with all services across Lambeth to underpin our planning, commissioning, decision-making and evaluations with the rights of the child as a priority. We will be working with children and young people across Lambeth, including our children looked after and care leavers, to understand their priorities for the programme and ensure that they are at the heart of shaping our child friendly services for the future.

Resource has been carefully allocated to guarantee delivery of our Action Plan corporately with programme management support. Importantly, the Plan is not an articulation of a particular point in time. Like the work itself, it is evolving with

much already delivered: such as our recent review of out-of-borough placements for children looked after and strengthened governance arrangements for corporate parenting. These sit alongside key projects which are still very much underway, or which require further final endorsement. We are determined to deliver on a place where children and young people can feel safe, secure, cared for and able to grow and thrive and we will ensure that we work alongside our communities and partners, including our children and young people every step of the way to secure that promise.

Andrew Travers, Chief Executive, Lambeth Council



Introduction



Lambeth Council today

It is important to acknowledge Lambeth Council's troubled past. It is equally important to recognise how different the Council is in 2021. Today Lambeth enables and facilitates a strong professional culture that actively promotes children and young people in care having a strong voice in all the decisions affecting them. Resource, clear political commitment and significant changes in leadership and approach have resulted in significant improvements. There is also a clear recognition that there is much more that needs to be done to ensure that services are consistently good or better and that, most importantly, children and young people in our care are supported to have safe and fulfilling lives.

- ▶ Voices and experiences of our children and young people in care are at the heart of decision making and influence policy and service development
- ▶ Committed corporate parenting with shared councillor and staff responsibility for children looked after means the most vulnerable children are supported well, in line with the seven key Corporate Parenting Principles
- ▶ Equalities, Diversity and Inclusion is a key corporate priority which is meaningful and influences the way in which we meet the diverse needs of our children and young people in care
- ▶ Robust accountability framework within the council with oversight and assurance by elected Members and senior leaders.
- ▶ Robust process and procedures for safeguarding children, recruitment and vetting and management of allegations
- ▶ Resources to improve social work practice and children and young people's lives
- ▶ Commitment to transparency and culture of continuous learning
- ▶ Working toward recognition as a UNICEF Child Friendly Community to ensure children, young people and their families are at the heart of our planning and delivery.



IICSA Recommendations for Lambeth

Recommendation 1: Response to this investigation report

Lambeth Council should develop and publish a comprehensive action plan which details the actions that it will take in response to the issues raised throughout the Inquiry's investigation report. The action plan should be developed and published within six months of the publication of this investigation report and should be accompanied by timescales for completing identified actions as soon as possible.

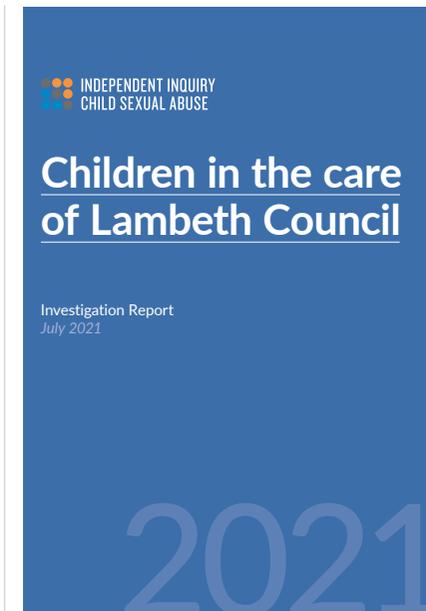
Recommendation 2: Training for elected councillors

All Lambeth Council elected members should receive training on: (i) safeguarding and (ii) corporate parenting. Newly-elected members should receive training on these matters as soon as possible following their election. Training should be mandatory and repeated on a regular basis. The training content should be regularly reviewed and updated.

Recommendation 3: Review of recruitment and vetting checks of current foster carers and children's home staff

Lambeth Council should review the application of recruitment and vetting procedures for all current foster carers directly provided by Lambeth Council, to ensure that the procedures have been followed correctly.

In addition, Lambeth Council should seek assurances from external agencies and other local authorities, in which children in the care of Lambeth Council have been placed, that recruitment and vetting procedures have been followed correctly for all foster carers and residential children's homes' staff working with children.





Lambeth's IICSA Action Plan development

Through our engagement in the Inquiry process and following the public hearings in June and July 2020, we considered the lessons learned and developed and completed actions for ongoing improvement in services. Following publication of the Investigation Report in July 2021, which included recommendations from victims and survivors, we reflected on our position before formulating this Action Plan to safeguard against the failures of the past being repeated. This has allowed the council to continue to chart the clear course children and young people in Lambeth deserve.

We have engaged with care leavers and our Children in Care Council in considering what actions we could take, and what measures we could put in place to ensure children are always protected. We have also engaged with victims and survivors, including through an Independent facilitator, on the right way to integrate their voice into our work, and how we learn and reflect on the events of the past.

We have worked with elected Members, partners, children and young people in care and other key stakeholders to seek views and contributions to the Action Plan to make certain that all areas have been reviewed and scrutinised.

We explored how to develop actions that ensure changes are sustainable and outcomes embedded into our services, policies and processes. This plan will allow us to deliver meaningful and sustainable change that will safeguard our children and young people in care.

We have grouped these actions under the following eight themes together with our commitments:

- 1 Voice of the Child
- 2 Political Leadership and Culture
- 3 Leadership and Accountability
- 4 Organisational Culture
- 5 Oversight and Assurance
- 6 Social Care Practice and Performance for Children Looked After
- 7 Corporate Parenting and Safeguarding
- 8 HR Processes and Management of Allegations



Principles of Approach

- ▶ We will make sure that the voice of children and young people in care is embedded within each of our actions within this Plan – and crucially – that this is followed up meaningfully with children and young people themselves
- ▶ Use the victims and survivors’ recommendations about how to prevent such events happening again and to improve the response to such allegations; together with their testimonies and evidence to the Inquiry about how important it is that children and young people in care participate and contribute to all the decisions affecting them and inform our actions
- ▶ Know that while the events examined by the Inquiry were in the past, there is learning to take forward into the future and actions we can take today
- ▶ Learning does not stop; we will take time to reflect on these events and make sure that what we do to ensure they never happen again is reinforced by a culture of curiosity, accountability and challenge
- ▶ We will communicate our Plan and our progress as we deliver on the actions within it. We will do this in a timely and effective way with all of our stakeholders including children and young people in care
- ▶ We will make sure that our delivery plans are clear, enable effective review and scrutiny and are transparent. Equally, those changes set out in our Plan will be fully embedded into our ways of working.



Views of our Children and Young People in Care

Following the publication of the Inquiry's report, we were concerned about the potential impact it could have on the children and young people in our care.

Taking this into consideration we wanted to ensure that our children and young people in care had a safe space where they could discuss any concerns they may have had following the Inquiry and to hear their recommendations on how we could prevent such things from happening again.

To ensure we did not simply do what we felt was needed, Lambeth's Participation Officer met with young people in care to lead a discussion on the best way to go about it.

They were surprised that we wanted to inform young people of what took place and stated there was no need to. They felt that by doing so, we would create further unneeded anxiety and heighten or create concerns which would not have ordinarily existed.

They felt that rather than telling children and young people what we were going to do, we just need to ensure that we do it, to prevent such failures from happening again.

Lambeth need to ensure they learn from what took place.

Lambeth need to ensure the same thing does not happen again.

Lambeth need to ensure that all children and young people know who to contact if they are ever concerned about an adult's (more specifically a professional's) interaction with them.

Lambeth need to focus on developing meaningful relationships between young people and staff.

"If you do not have a good relationship with your social worker you will not tell them anything."





Council Oversight and Governance

Oversight of our Action Plan by elected Members and senior leaders will ensure accountability, challenge and scrutiny.

Progress on delivery and outcomes will be reported via our existing democratic and governance processes throughout delivery of the Action Plan.

In addition to council oversight, there will be independent peer review by the Local Government Association and Lambeth Safeguarding Children Partnership.

Council including the **Youth Council** (annually)

Chair: Mayor of Lambeth

Cabinet (bi-annually)

Chair: Leader of the Council

Overview and Scrutiny / Children's Services Scrutiny (bi-annually)

Chair: Elected Member

▶ **Corporate Parenting Board** including the **Children in Care Council** (annually)

▶ **Children's Services Cabinet Member Briefings** (quarterly)

Lambeth IICSA Board (quarterly)

Chair: Chief Executive

IICSA Oversight Board (6-weekly)

Chair: Strategic Director Children's Services



IICSA Action Plan



1 Voice of the Child

COMMITMENTS	ACTIONS	WHEN
<p>We will embed 'organisational listening' to give unrelenting focus to the voice and experiences of children and young people in care.</p> <p>We will amplify the mechanisms through which children's voices can be heard to create an environment where children feel empowered to share their experiences.</p> <p>Children and young people in care are actively involved in strategic level decision making processes; they are involved in our Corporate Parenting Board and Scrutiny meetings. They are also represented on the Lambeth Safeguarding Children Partnership Board. We will continue to ensure their representation and involvement.</p>	<p>1.1 We will continue to consult with our children and young people looked after to devise relevant approaches and strategies in how best to work with them, strengthening and forging meaningful and safe relationships between our children and young people looked after and professionals. We will embed continuous improvement in this area in our Children's Services annual business plan.</p>	Ongoing
	<p>1.2 Every child and young person in care under the age of 18 has an Independent Reviewing Officer (IRO). IROs are trained and qualified social workers who work in the local authority in an independent capacity. Lambeth's IROs oversee and scrutinise the Care Plan of the child/ young person and ensure that everyone who is involved in that child/young person's life fulfils his or her responsibilities. We will continue to ensure that we maximise the use of our IROs to support our children and young people and to add an extra layer of quality assurance in the way we work.</p>	Ongoing
	<p>1.3 We commission an Independent Visitor Scheme for our children and young people in care. The service is child-led, with the needs and views of our children and young people at the centre of all its work, this includes referrals, matching, visits, and endings. We will continue to ensure children and young people have access to externally trained professionals through this service for advice and support and to discuss their wishes and feelings, and will work with them to increase take-up of this service.</p>	By January 2024
	<p>1.4 Lambeth commission an Independent Advocacy Service. We will continue to promote this service to ensure our children and young people have an independent professional who can also advocate on their behalf, help them to take part in decisions that affect their lives, make sure their rights are respected, and their views and wishes are heard and where possible acted upon.</p>	Ongoing
	<p>1.5 We will review our Independent Visitor and Advocacy services, seeking better practice and the best offer for our children, young people and children and young people in care and care leavers.</p>	By March 2023
	<p>1.6 Lambeth Children's Social Care has a complaints service where children, young people and other service users can make a formal complaint about the care and/or support provided to them. Children and young people can also receive support from an Advocate to help them in making a complaint. We will continue to: promote the complaints service and make it accessible and user friendly for our children and young people; monitor the handling of complaints, deliver what we have promised, learn from complaints, and use this learning to improve services for everyone who uses them; and to review and report annually to Corporate Committee.</p>	Annually



2 Political Leadership and Culture

COMMITMENTS	ACTIONS	WHEN
<p>We will maintain robust political leadership and accountability, founded on a sound understanding of our corporate parenting responsibilities, and we will provide appropriate oversight in line with the democratic processes of the council.</p> <p>As elected Members, we will ensure that the interests of children and young people in care are paramount and that we create a culture of honesty, openness and transparency.</p>	<p>2.1 Ensure all councillors operate in line with the Nolan Principles of public office: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.</p>	Ongoing
	<p>2.2 Review and refresh the Member Code of Conduct ensuring clear directive about the distinction between oversight and scrutiny role of elected Members and operational decision-making by officers and reinforce on a regular basis.</p>	By April 2022
	<p>2.3 Review elected Members' involvement in our industrial relations and trade union processes and ensure these are appropriate and in line with the Member Code of Conduct and the respective roles of elected Members and officers.</p>	By December 2022
	<p>2.4 Ensure induction training for newly-elected councillors reinforces roles and responsibilities of elected Members and officers including Codes of Conduct and Member/Officer Protocols.</p>	By April 2022
	<p>2.5 Ensure that all newly-elected councillors complete mandatory corporate parenting, safeguarding and Equalities, Diversity and Inclusion (EDI) training as part of their induction and have refresher training each year for the duration of their term (Recommendation 2).</p>	By April 2022
	<p>2.6 Review mandatory training requirements for elected Members and the process for monitoring completion, ensuring non-compliance is appropriately reported via formal mechanisms (including to Standards Committee and Cabinet) (Recommendation 2).</p>	By April 2022
	<p>2.7 Continue to ensure annual refresh of Register of Interests by elected Members.</p>	Annually
	<p>2.8 Develop a dedicated training module for elected Members on the available assurance and performance reports that provide them oversight of Children Looked After and Care Leavers.</p>	By May 2022



3 Leadership and Accountability

COMMITMENTS	ACTIONS	WHEN
<p>We will maintain robust corporate and political leadership and accountability, founded on a sound understanding of our corporate parenting responsibilities.</p>	<p>3.1 Oversight of our Action Plan by elected Members will ensure accountability, challenge and scrutiny: the Council, Youth Council, the Leader, Cabinet, Lead Member for Children’s Services, Scrutiny Committees, Corporate Parenting Board and Children in Care Council will scrutinise and help strengthen our Plan through our existing democratic and governance processes throughout delivery of the Action Plan.</p>	Ongoing
<p>We will embed a culture of constructive challenge within our leadership teams.</p>	<p>3.2 Oversight and responsibility for delivery of our Action Plan by the Chief Executive, the statutory Director of Children’s Services and senior leadership team will ensure accountability, challenge and scrutiny.</p>	Ongoing
<p>We will maintain clear Member oversight, scrutiny and challenge in line with our democratic processes.</p>	<p>3.3 Focus our new Organisational Development Strategy to instill the right cultures and processes and enable effective monitoring of performance against our objectives.</p>	By April 2022
	<p>3.4 Continue the development and implementation of our Equalities, Diversity and Inclusion Action Plan, to ensure that the council has a recognised culture and practices which empower staff to flag and challenge discriminatory practice so that they can be effective advocates within our communities and to those who use our services.</p>	Ongoing
	<p>3.5 Provide mechanisms for Black children and their families to share their lived experiences of the care system with senior leaders and elected Members to sensitise and reduce the distance between senior leaders and elected Members and the people they serve.</p>	Ongoing



4 Organisational Culture

COMMITMENTS	ACTIONS	WHEN
<p>We will continue to promote a culture of respect, listening, challenge and learning across the council; ensuring our officers and councillors are encouraged to be curious and not complacent.</p> <p>We will make sure the voices of children and young people in care are heard throughout the organisation at all levels and are at the heart of our decision-making.</p>	<p>4.1 Design and hold an annual day of reflection, relevant to all staff and councillors, so that the learning from past events lives in the corporate memory of staff and councillors with a determination for it never to happen again.</p>	By July 2022
	<p>4.2 Ensure our staff and councillors are appropriately informed and involved in our response to and actions resulting from the IICSA report through regular and repeated internal and external communications that also promote a culture of shared corporate safeguarding responsibility and ensure understanding of how best to act where concerns are identified.</p>	Ongoing
	<p>4.3 Ensure a transparent, inclusive, accountable, user-centred and collaborative culture continues to develop through delivery of our Organisational Development Strategy, and is evidenced in a systematic and measurable way that we can monitor.</p>	By March 2025
	<p>4.4 Ensure councillors and senior officers operate in an environment of supportive challenge to ensure issues and concerns can be voiced in line with the Nolan Principles of public office: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership.</p>	Ongoing
	<p>4.5 Reinforce roles and responsibilities of councillors and officers including Codes of Conduct and Member/Officer Protocols in induction training for new staff.</p>	By May 2022
	<p>4.6 Ensure that our industrial relationship practices and working relations with the trade unions operate effectively and fit with robust principles of transparency and accountability.</p>	By March 2023
	<p>4.7 Work with Lambeth trade unions and their national organisations to ensure robust processes are in place that provide appropriate separation between trade unions, councillors and officers, always placing the safety of children above the interests of individual trade union members.</p>	By March 2023
	<p>4.8 We will adopt an integrated reporting dashboard to monitor performance on our organisational development objectives. This will provide a clear picture of the extent to which we have achieved:</p> <ul style="list-style-type: none"> • a culture of listening to children, carers and staff • a culture of constructive and supportive challenge that is a welcome part of the way we work • a high level of confidence in the organisation in whistle-blowing as a necessary control • effective management of complaints • a culture of honesty and support for staff and each other • organisational clarity regarding the different roles of members and of officers, through inductions and ongoing training. 	By September 2022



5 Oversight and Assurance

COMMITMENTS	ACTIONS	WHEN
<p>We will have effective corporate and political oversight and assurance that strengthens safeguarding of our children in care and care leavers.</p> <p>We will maintain and build on the mechanisms that enable clear line of sight for senior leaders and councillors.</p> <p>We will continue to ensure that our assurance bodies, including scrutiny committees, function effectively and provide challenge.</p>	<p>5.1 Review all existing performance reporting mechanisms to senior leaders charged with governance to ensure they are fit for purpose. Produce a quarterly report on all additional assurance processes to Management Board, Cabinet and the Corporate Committee.</p>	By June 2022
	<p>5.2 Ensure information sharing processes and protocols for senior managers about individual children and allegations against professionals with Lead Member for Children’s Services are embedded within existing governance and processes.</p>	Completed May 2021
	<p>5.3 Undertake review of systems and processes for commissioning to ensure good oversight of commissioned placements.</p>	Completed June 2021
	<p>5.4 Ensure alignment of quality assurance processes for non-regulated placements for care leavers with processes for regulated placements for consistency.</p>	Completed September 2021
	<p>5.5 Commission research and testing of the cultural competency of our social care practices to identify and address impacts of racism within the system.</p>	By December 2023
	<p>5.6 Commission the Local Government Association to undertake a peer review of organisational culture for the council, focused on our leadership and working culture.</p>	By July 2023
	<p>5.7 Commission the Lambeth Safeguarding Children Partnership to undertake scrutiny of the impact of actions relating to the safeguarding of children and young people in care in this Action Plan.</p>	By January 2024



6 Social Care Practice and Performance for Children Looked After

COMMITMENTS	ACTIONS	WHEN
<p>We will make sure our children and young people are placed in safe and stable homes where they can thrive and achieve their potential.</p> <p>Our children and young people in care benefit most from having a stable and skilled social care workforce. Our Children's Social Care Workforce Development Strategy will enable this and we will ensure our social care staff have access to the resources and training to equip them to provide effective, timely, and appropriate help to children and young people.</p>	6.1 Ensure that all children and young people know who to contact if they are ever concerned about an adult's interaction with them and are confident to do so.	Ongoing
	6.2 The Lambeth Safeguarding Children Partnership (LSCP) to commission an audit into harmful sexual behaviour.	Completed October 2021
	6.3 Implement recommendations of the LSCP Harmful Sexual Behaviour Audit to ensure children and young people who report harmful sexual behaviour, are supported and responded to appropriately by partners such as health, education, police, the council and other agencies.	By April 2023
	6.4 Ensure semi-independent living placements outside of the borough are reviewed to ensure that children and young people in care are receiving the same high level of care no matter where they are placed.	Completed May 2021
	6.5 Deliver appropriate multi-agency training annually on core communication methods for children with complex needs and communication difficulties.	Annually
	6.6 Deliver our Fostering Recruitment Strategy (2020 – 2023) that will enhance the support and training of foster carers in providing safe and stable homes.	By August 2023
	6.7 Ensure guidance for social workers on how to respond to children who report sexual abuse includes requirement for harm reduction actions to be taken, and they are monitored within audits.	By January 2022
	6.8 Ensure our Workforce Development Strategy for Children's Social Care (2020 – 2023) supports and integrates with our social workers' personal development plans and continuing professional development, so they can achieve the best outcomes for our children and young people.	By April 2022
	6.9 Expand our social care audit capacity and embed our new Quality Assurance Framework and audit cycle so that we have enhanced oversight of practice and the subsequent learnings.	By April 2022
	6.10 Work with partners to identify and challenge practices which un/wittingly increase the risk and trauma of statutory interventions resulting in negative outcomes for our children and families.	Ongoing
	6.11 Strengthen our document management system and processes to ensure our paper children's records are maintained, digitised and accessible.	By April 2023
	6.12 Expand our in-house foster care service to reduce the demand on commissioned and out of borough placements through delivery of our Sufficiency Strategy (2020 – 2023).	By November 2023



7 Corporate Parenting and Safeguarding

COMMITMENTS	ACTIONS	WHEN
<p>We will make sure we maintain and enhance effective governance processes which both enable our leaders to discharge their corporate parenting responsibilities in line with the Corporate Parenting Principles and hold them to account.</p> <p>We will foster increased council-wide awareness of our corporate parenting role and how safeguarding is everyone's business.</p> <p>We will provide a robust training offer for staff and councillors with clarity on how senior officers and political leaders should execute their responsibilities as corporate parents.</p>	<p>7.1 Review effectiveness of our corporate parenting governance arrangements including our Children in Care Council to improve outcomes for our children looked after and care leavers and develop a clear governance and delivery structure.</p>	Completed September 2021
	<p>7.2 Review the Constitution to strengthen corporate parenting responsibilities and reflect the Corporate Parenting Pledge all newly-elected councillors sign.</p>	By April 2022
	<p>7.3 Deliver our Corporate Parenting Strategy (2021 – 2024) and listen to our children and young people to ensure our children looked after and care leavers have the right services and support in place to meet their identified needs and achieve good outcomes.</p>	By April 2024
	<p>7.4 Update and implement a refreshed Corporate Safeguarding Policy for staff and councillors to ensure they understand that safeguarding is everyone's responsibility.</p>	By April 2022
	<p>7.5 Deliver refreshed mandatory corporate parenting and safeguarding training for all staff and embed refresher training in the corporate training offer for the duration of their employment.</p>	By April 2022
	<p>7.6 Develop a corporate parenting handbook for councillors to support them in carrying out their duties as corporate parents, including those who are the thematic champions for (i) Early Years, (ii) Health & Wellbeing, (iii) Voice of the Child, (iv) Fostering & Adoption, (v) Education, Employment & Training, (vi) Housing and (vii) Care-experienced young people.</p>	Completed July 2021
	<p>7.7 Develop a corporate parenting reporting dashboard to enable scrutiny of our performance against the Corporate Parenting Strategy.</p>	Completed July 2021



8 HR Processes and Management of Allegations

COMMITMENTS	ACTIONS	WHEN
<p>We will maintain robust processes in place to manage allegations against individuals working with children.</p> <p>We will ensure all staff, and those employed by external and commissioned providers, are recruited and vetted through safer recruitment procedures, that prioritise safeguarding.</p> <p>We will ensure that staff, providers and partners are aware of Lambeth's Whistleblowing Policy and staff are able to raise concerns outside of their line management and organisation where necessary.</p>	<p>8.1 Ensure the process for raising concerns about risk or harm to a child from a person who works with children – our Local Authority Designated Officer (LADO) process – is well-promoted and supportive of people who make an allegation.</p>	Annually
	<p>8.2 Review and update our Recruitment and Vetting Policy to reflect our existing safer recruitment practices.</p>	Completed July 2021
	<p>8.3 Make sure our current staff working with children, councillors and our foster carers have appropriate and up-to-date DBS (Disclosure and Barring Service) certificates, and implement an online DBS process that enables better monitoring of compliance in line with safer recruitment practice (Recommendation 3).</p>	Completed October 2021
	<p>8.4 Review our Disciplinary Policy and key HR policies to ensure that we have robust processes when concerns are raised about risk of harm to a child.</p>	By April 2022
	<p>8.5 Continue to ensure our commissioned services and placements have robust safer recruitment practices in place for staff working with children and young people (Recommendation 3).</p>	By April 2022
	<p>8.6 Update our Whistleblowing Policy to include specific reference to safeguarding and promote awareness with our staff, partners and public.</p>	By January 2022
	<p>8.7 Implement an annual refresh of the staff Declaration of Interests, that will be monitored and recorded on employment records.</p>	By April 2023
	<p>8.8 Reinforce Staff Code of Conduct with staff on regular basis.</p>	By April 2022
	<p>8.9 Improve staff exit interview completion rates and incorporate lessons learned from exit interviews into assurance reports to our leadership team.</p>	By April 2023
	<p>8.10 Review requirements for DBS checks for elected Members to ensure alignment with regulations. Refresh policy and roll out new requirements following elections in May 2022.</p>	By May 2022



Annex 4 to the IICSA Investigation Report

Recommendations proposed by
complainant and victim Core Participants



Annex 4 to the IICSA Investigation Report

A number of witnesses, including all complainant and victim core participants, were invited by IICSA to provide their views about any practical recommendations to prevent child sexual abuse in the future and to improve the response to such allegations.

Although Lambeth is not required by IICSA to respond to the recommendations in Annex 4, the Council has considered and set out its response noting where existing legislation, guidance, practice or the Action Plan addresses each recommendation.

Three of the recommendations (1, 3 & 11) would require a change in legislation by government. IICSA has indicated it will revisit them in their final report due to be published in summer 2022.



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT	LAMBETH COUNCIL RESPONSE
<p>1. Mandatory reporting of child sexual abuse</p> <p>There should be a statutory duty to report suspected and actual cases of child sexual abuse; a clear and unambiguous legal requirement to report abuse and reasonable suspicion of abuse, breach of which can give rise to criminal sanctions.</p>	<p>This would require a change in legislation given at present, in England, there is no legal requirement for those working with children to report known or suspect child abuse or neglect. However, the statutory guidance Working Together to Safeguard Children (2018), states that “anyone who has concerns about a child’s welfare should make a referral to local authority children’s social care and should do so immediately if there is a concern that the child is suffering significant harm or is likely to do so.” While statutory guidance does not impose an absolute legal requirement to comply, it requires practitioners and organisations to take it into account and, if they depart from it, to have clear reasons for doing so. Some professional bodies also require their members to report any concerns about a child’s safety or well-being. A professional’s failure to adhere to such standards or codes of conduct may result in misconduct or fitness to practise proceedings against them.</p> <p>IICSA have indicated they will return to this issue in their final report due to be published in summer 2022.</p>
<p>2. Mandatory training of elected councillors</p> <p>Newly elected councillors should be given mandatory training on corporate parenting and safeguarding of children.</p> <p>Councillors should also be trained in institutional racism and cultural differences.</p>	<p>Training for councillors on corporate parenting and safeguarding is in place and will be mandatory.</p> <p>This recommendation has been incorporated into the Lambeth IICSA Action Plan, Equalities, Diversity and Inclusion (EDI) training will be mandatory (Action 2.5).</p>
<p>3. Regulation of social care staff</p> <p>Regulation of the children’s home workforce is urgently needed for social care workers. There should be an overarching local authority regulator or national safeguarding body that is able to compel action and impose financial sanctions on local authorities which are in breach of their statutory duties towards and causing harm to children.</p>	<p>This recommendation is for IICSA/Government to consider as would require change in law.</p> <p>Lambeth no longer directly provides residential care but instead commissions this, primarily from the independent sector. Ofsted’s role as the regulator of independent provision is clearly crucial in ensuring high quality provision and well trained and supported residential staff.</p>



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT	LAMBETH COUNCIL RESPONSE
4. Training of social care staff	
Social workers should have proper training and qualifications.	All social workers are trained and qualified; the professional governing body, Social Work England require them to demonstrate Continuous Professional Development (CPD) and to keep their training up to date. In Lambeth, we provide a comprehensive training programme to all social workers to meet continual professional development requirements.
Foster carers should have better training regarding child care in general.	Foster carers are required to undertake training and development as set out in the National Minimum Standards for Foster Care. There has been a focus on rolling out more trauma-based practice training to foster carers. Foster carers approved by Lambeth need to demonstrate ongoing personal development through an agreed Personal Development Plan (PDP). If carers do not adhere to ongoing development, supported by their signing of the Foster Carer Agreement, then their approval as a foster carer will be reviewed. Independent Fostering Agencies also need to adhere to the National Minimum Standards.
All social care staff and foster carers should be given training on how to deal with concerns about potential abuse, disclosures of abuse, how to identify the signs of child sexual abuse and what to do to address it. Each child should have access to abuse prevention programmes and to social workers with expertise in child sexual abuse and substance abuse.	All social workers are trained in child sexual abuse and there is guidance in the London Child Protection Procedures and Practice Guidance that they have to follow. As part of our annual training needs analysis and strategy, we provide our social workers the opportunity to enhance their learning and skills in this area. We also have a bespoke forum facilitated by a multi-disciplinary team at the South London and Maudsley NHS Trust to support social workers and other professionals in assessment and intervention of children presenting with harmful sexual behaviour. https://www.londoncpc.co.uk/ All children in care have an allocated social worker who is trained in responding to child sexual abuse, and an Independent Reviewing Officer who sees them alone to promote safety.
5. Vetting of social care staff and foster carers	
Stringent background checks should be carried out for all those people working with children, including social workers, foster carers and the individuals entering children's homes as visitors.	All staff and foster carers who work directly with children are required to undergo stringent checks via the Disclosure and Barring Service which are updated regularly. In addition, councillors also undergo regular checks. Children's homes are responsible for managing and monitoring visitors in line with their statutory duties and guidance.
Background checks should be regularly updated.	All checks on staff, foster carers and councillors are updated every three years.



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT

6. Monitoring of children and placements

There should be intensive monitoring of children placed in care. Children's homes and foster placements should be subject to regular visits by independent experts.

A child's behaviour should be carefully observed. Systems should be put in place to record changes in behaviour and to examine whether behavioural issues, such as absconsion, are indicative of sexual or other abuse.

LAMBETH COUNCIL RESPONSE

Lambeth Council does not manage any children's homes. Residential placements are commissioned through independent providers. Social workers visit children in care within one week of the child being placed in the children's homes and then regulations provide once every 6 weeks for the first year, however in Lambeth we do this on a 4-weekly basis. In addition, the Independent Reviewing Officer visits prior to a review within 20 days of a child coming into care, then at 3 months and then every 6 months.

Under regulation 44 of the Children's Homes Regulations 2015, 'Independent Persons' visit children's homes at least once a month. They are able to interview in private (with their consent) children, their parents, relatives and staff working at the home. They must produce a report on whether children are effectively safeguarded and how the home is being run which is sent to Ofsted as well as the local authority where the home is located and the local authority from where the children are placed. In addition, children's homes are regulated and subject to visits and annual inspections by Ofsted.

Every foster carer has a supervising social worker. For short term foster carers, supervising social workers visit every 3 weeks, for long term foster carers this is every 6 weeks. In addition, they have the child looked after visits by the child's allocated social worker and Independent Reviewing Officer just as the council undertakes when children are placed in children's homes.

We have a designated Missing Person Coordinator who works in liaison with the Lambeth Child Sexual Exploitation Coordinator. Every time a child goes missing from a placement, they are offered a return home interview to find out where they went and any underlying reasons for running away. Any changes of behaviour are subject to ongoing assessments. We have enhanced the service by employing youth workers to carry out return to home interviews where the young person may be reluctant to talk to a social worker. The role of the CSE Coordinator, is to ensure sure that social workers are able to identify all children, including those who are looked after, who are at risk of child sexual exploitation. Monthly reports are provided to senior managers so that they are aware of concerns. There are also a number of other related processes and practices which are explicitly focussed on keeping children and young people in care safe.



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT	LAMBETH COUNCIL RESPONSE
<h3 data-bbox="129 336 734 368">6. Monitoring of children and placements</h3>	
<p data-bbox="129 405 965 464">Children's homes should have CCTV in order to monitor and evidence any abuse that takes place in these homes.</p>	<p data-bbox="1043 405 2029 464">There is statutory guidance for surveillance and monitoring in children's homes. Surveillance and monitoring in residential childcare settings – GOV.UK (www.gov.uk)</p>
<p data-bbox="129 501 987 560">Social workers should be contactable at any time so that the child may have support in an emergency.</p>	<p data-bbox="1043 501 2067 592">Social workers are contactable during the daytime, or in their absence their team managers are contactable. We also have an out of hours social work service for any emergency requirements, that operates 365 days a year.</p>
<h3 data-bbox="129 628 757 660">7. Implementation of safeguarding policies</h3>	
<p data-bbox="129 692 927 751">Policies and procedures should be in place to safeguard children. They must be actually implemented.</p>	<p data-bbox="1043 692 2058 751">All social workers are trained in safeguarding policies and procedures. Practice evaluations and audits demonstrate that these are implemented in practice.</p>
<p data-bbox="129 788 987 847">Policies should include training for staff regarding child sexual abuse, including an action plan regarding how to investigate allegations of such abuse.</p>	<p data-bbox="1043 788 2096 847">Guidance on how to investigate child sexual abuse is set out in London Child Protection Procedures and Practice Guidance which must be adhered to. https://www.londoncp.co.uk/</p>
<h3 data-bbox="129 884 376 916">8. Care planning</h3>	
<p data-bbox="129 948 853 979">Children should not be kept for long periods in children's homes.</p> <p data-bbox="129 1075 965 1166">Children should be involved in decisions about their lives and who will care for them. Specific action decisions about a child must be carried through. Foster placements should not be physically isolated.</p>	<p data-bbox="1043 948 2074 1038">Under the Children Act 1989 duties, for all children we try and place them in family settings, but where this is not possible or appropriate, they may be placed in foster care or residential children's homes.</p> <p data-bbox="1043 1075 2089 1134">Children are involved in decision-making subject to their age and understanding. The children looked after reviewing process ensures decisions/action plans are completed.</p> <p data-bbox="1043 1171 2067 1230">We have a variety of foster placements in different locations to meet a range of needs in line with our Sufficiency Strategy.</p>



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT	LAMBETH COUNCIL RESPONSE
<h3>8. Care planning</h3>	
<p>There should be a reduction of multiple moves between care and foster placements. Constant moves undermine stability and any trust a child can have in the people around them. This further reduces the possibility of a child feeling able to tell anyone about abuse. Similarly, there should be limited staff turnover, which is also disruptive.</p>	<p>Lambeth actively monitors placement moves for children and reviews the data on this every month. In some instances, a child moves a placement for a positive reason, in other cases it is due to a placement breakdown. Managers oversee cases where there are placement breakdowns by looking at support needs of the placement to try and stabilise the placement and reduce further moves.</p> <p>Lambeth have a Workforce Board which is developing measures to retain a stable workforce and reduce staff turnover.</p>
<h3>9. Allocated social workers</h3>	
<p>Children in care should always have an allocated independent social worker. The social workers should work closely with the children they are assigned to so that the children can build trust and confide in them.</p>	<p>All children in care have an allocated social worker. They also have an Independent Reviewing Officer.</p>
<h3>10. Voice of the child and responding to allegations of child sexual abuse</h3>	
<p>The approach to children placed in care should be child-centred. The child, his or her experience and their feelings about where they are should be at the centre of institutional work around children. The child's feelings have value; their pain matters.</p>	<p>We have multiple mechanisms through which children and young people's voices can be heard so that they can feel empowered to share their experiences. As part of our Action Plan, we are committed to amplifying their voices to ensure that 'organisational listening' is embedded in our working culture.</p>
<p>Children in local authority care should have access to someone independent who can have independent meetings with the child. Children need someone who can act as an independent sounding board – like a nurse, or an advocate; someone the children can speak to.</p>	<p>Addressed in the Voice of the Child theme in Action Plan (Action 1.4), Lambeth commissions an Independent Advocacy service to provide this.</p>
<p>There should be a support network around each child and more than one avenue by which a child can make a complaint. Keeping children connected to wider family members also reduces their vulnerability.</p>	<p>Children and young people in care have access to Independent Advocates. They also have access to their social worker and Independent Reviewing Officer. All children are advised how to make a complaint through a trusted adult in their support network. The Council has a statutory duty to promote contact between children in care and their families, which is reviewed on an ongoing basis to ensure it meets the needs of children.</p>



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT	LAMBETH COUNCIL RESPONSE
<p>10. Voice of the child and responding to allegations of child sexual abuse</p>	
<p>If a child reports any allegations of sexual abuse, immediate investigations should be carried out with coordination and cooperation between childcare authorities and the police. The alleged abuser must be stopped immediately from ongoing contact with children.</p>	<p>There is statutory guidance for multi-agency co-operation between the council, police and other agencies, when an allegation is made. The steps to be taken to safeguard children will include review of any ongoing contact with the alleged perpetrator pending investigation.</p> <p>If the allegation is against a member of staff, this is dealt with under our formal process to manage allegations under the Local Authority Designated Officer process.</p> <p>If the allegation is against an adult, then it will be investigated under London Child Protection Procedures and Practice Guidance.</p> <p>If a child displays harmful sexual behaviour to another child, the social worker is required to follow the procedures set out in the London Child Protection Procedures and Practice Guidance. https://www.londoncp.co.uk/ch_harm_others.html?zoom_highlight=harmful+sexual</p>
<p>The child should be questioned in a safe environment away from their caregivers to ensure they feel able to share. A child should never be punished for disclosing abuse. Rather, he or she must feel they will be protected if they come forward to disclose sexual abuse.</p>	<p>Procedures are in place to ensure children feel supported and safe to report abuse. Children are spoken to in a safe place on their own, and they will be supported to give evidence following the Achieving Best Evidence in Criminal Proceedings guidance, which sets out guidance on interviewing victims and witnesses, and guidance on using special measures for children with communication difficulties. We will also provide them with an advocate and therapeutic support. https://www.cps.gov.uk/sites/default/files/documents/legal_guidance/best_evidence_in_criminal_proceedings.pdf</p>
<p>Children should be listened to properly when abuse is alleged. Authorities are too quick to dismiss children when they speak out about their sexual abuse. Simple disbelief causes long-term psychological damage.</p>	<p>Under the Children Act 1989, the child's welfare is paramount and must be safeguarded. There are clear procedures that all professionals must follow when abuse is reported. All professionals take allegations seriously and investigate them thoroughly in liaison with the Police.</p>
<p>All complaints should be effectively documented by those to whom they are reported.</p>	<p>Under the Children Act 1989, it is a statutory requirement for the council to have an established complaints process which along with child protection procedures requires timely and accurate record keeping.</p>



PROPOSED RECOMMENDATION BY WITNESS/ CORE PARTICIPANT	LAMBETH COUNCIL RESPONSE
<p>10. Voice of the child and responding to allegations of child sexual abuse</p>	
<p>When police interview a child, someone should be present who has experienced abuse and can understand the child and ensure they are treated with respect.</p>	<p>The Achieving Best Evidence in Criminal Proceedings Guidance ensures this.</p>
<p>Protocols and guidelines are implemented to promote transparency within police investigations.</p>	<p>This recommendation is for the Police.</p>
<p>Counselling and other support should be provided to a child who has made an allegation of abuse. The counselling provided ought to be by an organisation or agency that has specialist expertise in working with young people who have been affected by and experienced sexual abuse.</p>	<p>Children are offered counselling and support through the Children Looked After Mental Health Service (CLAMHS), a multi-disciplinary team that provides assessment, care and intervention for children and young people in care, up to the age of 18.</p>
<p>Support should also be provided to the victim or survivor after he or she has spoken to police or participated in a trial.</p>	<p>Children are offered support through our Children Looked After Mental Health Service.</p>
<p>After care support is vital. Care leavers should be provided with proper support to cover basic human necessities. At minimum, the authorities must ensure care leavers have somewhere to live and to cook.</p>	<p>Statutory responsibilities for children leaving care extend to up to 25 years of age. Advice and support that must be provided to care leavers is set out in the Children & Social Work Act 2017.</p>
<p>There should be a transparent child-centred complaints procedure in place that is understood by children, staff, volunteers and families. The complaints policy must outline roles and responsibilities, approaches to dealing with different types of complaints and obligations to act and report. Complaints must be taken seriously, responded to promptly and thoroughly, and reporting, privacy and employment law obligations met. Children, staff, volunteers and families should know who to talk to if they are worried or are feeling unsafe. Information should be provided in accessible, age-appropriate and meaningful formats to children and families who use the service, mindful of their diverse characteristics, cultural backgrounds and abilities.</p>	<p>Lambeth has an established Complaints process and allegations which is a statutory requirement. The Complaints Team have a leaflet for children which was co-produced with children in care.</p> <p>Team managers and social workers provide these leaflets to children and young people and provide links on the Council's website to enable them to make a complaint. All children and young people in care wishing to make a complaint are also offered the support of an Independent Advocate. We have an annual report on Children's Complaints that is reported to elected Members which enables us to learn lessons to improve accessibility, our communications about the complaints service, and to improve our services.</p>

**PROPOSED RECOMMENDATION BY WITNESS/
CORE PARTICIPANT****11. Revision of section 9 of the Children Act 1989**

Section 9 of the Act restricts the powers of a court so that it may not make orders under section 8 of the Act in respect of children who are in care. Section 8 orders include contact orders, residence orders, prohibited steps orders and specific issue orders. Removing the statutory restriction set out in section 9 would reduce the discrimination between children in care and those not in care.

LAMBETH COUNCIL RESPONSE

Lambeth has provided written legal submissions dated 26 August 2020 to the Inquiry on this issue. IICSA has stated it will revisit the issue in their final report due to be published in summer 2022 and would also require a change in law by government.



Glossary



A – Z

C

Cabinet

The group of councillors, chosen by the Leader of the Council to lead on specific policy areas. A Cabinet member may also be referred to as a ‘Lead Member’.

Children in Care Council

A group of children looked after and care leavers who share their own experiences of being in care and advocate for other children looked after. They ensure children and young people are heard and included when decisions are being made. Lambeth’s Children in Care Council is called ‘Visions of Success (VoS)’.

Children looked after

A child is looked after if they are in the care of, or provided with accommodation by a local authority for more than 24 hours. Children looked after may also be described as being ‘in care’.

Code of Conduct

A document providing a clear set of standards with regards to conduct, attitude and behaviour.

Constructive challenge

A culture of constructive challenge occurs when staff feel confident in expressing their views including talking truth to power in a way that leads to positive change and not to conflict.

Core Participant (IICSA)

An individual or an institution that played, or may have played a direct or significant role in relation to the matters to which the Inquiry relates; has a significant interest in an important matter to which the Inquiry relates; or may be subject to explicit or significant criticism during the Inquiry proceedings or in a report prepared by the Inquiry.

Corporate Parenting

When a child or young person becomes looked after, parental responsibility transfers to the local authority; this is referred to as corporate parenting.

Corporate Parenting Board

Corporate Parenting Board assists the Council in fulfilling its obligations and responsibilities towards children looked after and care leavers and ensures ongoing improvements for them, in consultation with our Children in Care Council.

Corporate Parenting Pledge

Lambeth’s set of promises that give ‘children looked after and young people the guarantee that we’ll provide consistent support to improve their life chances and quality of life’.

Corporate Parenting Principles

A set of seven nationally agreed principles that guide how we carry out our role as corporate parents, including taking into account the views, wishes and feelings of our children

and young people and promoting high aspirations for those children and young people.

Corporate safeguarding

Lambeth’s approach to safeguarding across all council services, ensuring all officers and elected members fulfil their duties and responsibilities to safeguard and promote the welfare of children, young people and adults at risk of abuse, neglect and exploitation.

Cultural competency

Sensitivity to cross-cultural differences and the ability to adapt to other cultural environments, or awareness of cultural influences on a person’s thoughts and behaviours.

D

Disclosure and Barring Service

The Disclosure and Barring Service (DBS) helps employers make safer recruitment decisions by processing and issuing DBS checks on spent and unspent convictions, cautions, reprimands and warnings that are held on the Police National Computer.

E

Exit interview

An interview held with an employee about to leave an organisation, usually in order to understand their reasons for leaving and discuss their experience of working for the organisation.



F

Fostering Recruitment Strategy

Lambeth's approach to attracting and retaining foster carers to deliver high quality placements that meet our children's needs.

H

Harmful Sexual Behaviour

Harmful sexual behaviour (HSB) is developmentally inappropriate sexual behaviour which is displayed by children and young people and which may be harmful or abusive. It can be displayed towards younger children, peers, older children or adults. It's harmful to the children and young people who display it, as well as those it is directed towards.

I

Independent Visitor & Advocacy Services

Volunteers who are matched with a child or young person looked after, to provide friendship and support or to help children and young people looked after understand their rights and become more involved in important decisions about their lives.

Induction

The process a new member of staff or councillor goes through to be introduced to the council and their role and responsibilities.

Integrated dashboard

A data visualisation tool that tracks, analyses, and displays performance, metrics, and data points from a multiple range of data sources.

L

Lambeth Safeguarding Children Partnership (LSCP)

The LSCP is a group of statutory and voluntary organisations working with and for children and young people in Lambeth with the goal of helping every child to realise their talents, achieve their full potential, have healthy lives and be safe.

M

Management Board

Lambeth's most senior officers responsible for managing the organisation, led by the Chief Executive.

Member (elected)

A person who has been elected by the people in a particular area to represent them within the council. Members are often also referred to as 'councillors'.

Member / Officer Protocols

A framework for the interaction between elected Members and officers, in order to ensure that the Members and officers work together effectively and efficiently to conduct the business of the Council.

N

Nolan Principles of Public Office

The Nolan Principles are a set of seven principles outlining the ethical standards those working in the public sector are expected to adhere to. They are also sometimes called The Seven Principles of Public Life.

O

Organisational Development Strategy

A planned approach to improve organisational performance through aligning strategy, people and processes. The strategy provides a framework to address issues such as skills, culture and leadership.

Organisational Listening

Organisational listening is the way in which an organisation engages with its stakeholders and citizens, and gives recognition, acknowledgement, attention, understanding, and response through its culture, policies, processes and practices.

P

Peer Review

A review of a process or service by organisations who have current or previous experience in that sector, to provide challenge, support and guidance on specific areas or issues.



Process review

An assessment of how a current process is being carried out and the identification of how this could be improved.

Q

Quality assurance

The systematic and regular monitoring and evaluation of social care practice, with the aim of improving, to achieve better outcomes for children and families.

R

Register of Interests

A record kept of any business or personal interest that may influence how an officer or elected member carries out their role, particularly in decision making and financial matters.

S

Staff Code of Conduct

A document providing a clear set of standards for staff so that they know what is expected of them with regards to their conduct, attitude and behaviour during their employment with the Council.

Supportive challenge

Supportive challenge describes the skill of providing challenge in a way that makes it easier for others to accept challenge and therefore respond receptively

and constructively, so that the conversation can move forward to solutions.

U

UNICEF Child Friendly Lambeth

A UNICEF led initiative Lambeth is working on that helps communities make sure the voices, needs, priorities and rights of children are an integral part of public policies, programmes and decisions.

W

Whistleblowing Policy

A framework to encourage staff to feel confident raising concerns about any aspect of the Council's work, without fear of victimisation, subsequent discrimination or disadvantage.

Witness (IICSA)

Someone who provides evidence to the Inquiry. For example, a witness may provide the Inquiry with a witness statement or documents. Witnesses may also be asked to attend to give oral evidence during a public hearing.

Workforce Development Strategy

Lambeth Children's Services Workforce Development Strategy sets out the objectives and activities needed to support the social care workforce in achieving positive outcomes for our children and families.

