



London Borough of
Redbridge



LONDON BOROUGH OF REDBRIDGE CHILDREN'S TRUST

“Quality Is Everyone’s Responsibility”

OUR QUALITY ASSURANCE STRATEGY



July 2014

CONTROL INFORMATION
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EXECUTIVE SUMMARY

This strategy describes how the Children's Trust and commissioned providers of social care services to children and their families will assure the quality of their services.

The strategy sets out the Quality Assurance Policy, who is responsible for implementing the policy and how it will be achieved.

The context of the strategy is considered in terms of the vision described in the Children and Young People's Plan.

The contributions of managers, social care practitioners, and Members of the Council to quality assurance are considered as part of the strategy.

A major purpose of setting out a quality assurance strategy is to make clear the statements about its aims. The key aim is to put children and young people first and to provide the best possible service for them and their families.

The Quality Assurance Strategy is underpinned by a series of principles which consider the nature of quality and how it can be improved

Having established its aims and principles, the strategy identifies its component parts to include the lead role vested in the Quality Assurance Head of Service; self-audit and evaluation; compliance with statute, regulations and guidance; external inspection; benchmarking; workforce development; performance reporting and scrutiny; and performance measures.

1 INTRODUCTION

- 1.1 Quality Assurance provides the means by which the Children's Trust and the staff and commissioned providers who provide social care services to children and their families can demonstrate a commitment to achieving the best quality service, a capacity to achieve continuous improvement, accountability and effectiveness to the users of the service and improved outcomes for children and young people.
- 1.2 The Children's Trust aims to promote good quality services. The purpose of this strategy is to describe the arrangements that have been put in place to ensure that the services we provide and commission are of the highest quality, and that they really do put the needs of children and young people first.
- 1.3 The purpose of those services is to make a positive difference to the lives of children in Redbridge which enhances their well being and safeguard them from harm. This purpose is generally best served when families are supported to bring up their children throughout a safe, enjoyable childhood in which each child realises his or her potential and achieves the best outcomes. Sometimes this does not happen, and we must then make sure that if a child cannot safely remain within their own family that they are still able to enjoy a secure and enjoyable childhood. This is usually achieved by placing him or her elsewhere, where possible with a permanent substitute family.
- 1.4 To achieve the best outcomes our services deploy suitably qualified and experienced, well-trained and capable personnel who use documented, effective processes to achieve specified outcomes. Our staff must understand the needs of children and be able to translate those needs into effective actions within an appropriate time scale. Our services must be well managed so as to make the very best use of both the personnel and the finite resources that are available.
- 1.5 Achieving the best possible outcome for the child is more important than compliance with methods, processes, timescales or the means by which that outcome is secured.

Patrick Power
Managing Director

Tendai Dooley
Head of Commissioning, Quality and Finance

Redbridge Children's Trust

2. Quality Assurance Policy Statement

- 2.1 Quality is the degree of excellence provided, or the degree of worth derived from a service. From the point of view of users and carers different aspects of services may impact on overall quality - for example accessibility, consistency, sensitivity, staff competence and timeliness.
- 2.2 Quality assurance is a term that embraces all activity that contributes to service improvement through satisfying the organisation that agreed standards are being met and outcomes for children and young people are being achieved. Quality assurance is a continual and dynamic process by which we set standards, monitor our achievements, use the information we have to improve services and undertake ongoing review. Quality assurance is more than meeting targets and counting activity; it is a coherent and qualitative approach, which sets and measures standards and identifies areas for improvement. It should be both systematic and themed, cross agency and single agency. It is a strategic aim of the Children's Trust to promote the highest quality services for children and families.
- 2.3 It is the policy of the Children's Trust that improving quality is everyone's responsibility and involves both managers and staff throughout the service, staff and volunteers in commissioned services and those who use our services.
- 2.4 This policy is based on valuing self-evaluation, a preparedness to engage independent assessors and to listen to inspection findings and to the views of service users and a commitment to continuous improvement.
- 2.5 To be assured of a quality service for children and families, all staff should seek to put into practice the strategic aims of the Children's Trust. To achieve these aims there should be a commitment to continuous improvement as a way of working, embedded in all policy and practice.
- 2.6 Good quality services will be achieved through a shared understanding of service aims and outcomes priorities, policy developments, procedures and methods of working, staff supervision and development, and monitoring and evaluating mechanisms.
- 2.7 The Quality Assurance Policy is applicable throughout the Children's Trust

3 Quality Assurance and the Children and Young People's Plan

The original Children and Young People's Plan (CYPP) has been revised for 2014-2015 and sets out the vision to improve outcomes for children and young people. The CYPP can be downloaded in full:

[http://www2.redbridge.gov.uk/./children and schools/school support information/strategies plans and policy.aspx](http://www2.redbridge.gov.uk/./children%20and%20schools/school%20support%20information/strategies%20plans%20and%20policy.aspx)

(please note this link takes you to the page but not directly to the document)

- 3.2 By working together we envisage the CYPP will make a key contribution to ensuring that Redbridge is a better place to live for our children and young people and their families.
- 3.3 Our vision is that:
- ***Children and young people can fulfill their dreams and achieve their full potential. They will be aspiring, independent and confident, enjoying family, school, play, learning and life. They will be proud of themselves and able to make informed life choices, while growing up in a safe and secure environment;***
 - ***Children and young people will develop a sense of responsibility and fairness and justice, becoming positive and informed members of their communities. They will continue to learn and develop throughout their lives, becoming healthy, creative, responsible and successful adults.***
- 3.4 The 2014 – 2015 CYPP has been produced with significant involvement of a range of partners from the earliest stages of development to ensure there has been a high level of engagement in producing the plan. The main priorities have been grouped under the following five areas:
- Enabling children to have the best start in life and tackling young people's problems early
 - Enabling children and young people to be safe and promote their well being
 - Enabling children and young people to make good progress in education
 - Enabling young people to make a successful transition to adult life
 - Enabling children and young people of Redbridge receive high quality services
- 3.5 In each year of the CYPP the priorities are translated into specific and measurable actions, with targets to enable us to track and evaluate the impact of our work. An annual review process enables us to monitor

progress with the implementation and effectiveness of the Plan.

4 Quality Assurance: Roles and Responsibilities

- 4.1 The Director of Children's Services has the overall responsibility for the Quality Assurance Strategy in Redbridge.
- 4.2 The Managing Director of the Children's Trust has designated responsibility for quality assurance across the provision of services by the Children's Trust and specifically for the quality of children's social care services.
- 4.3 The Managing Director of the Children's Trust is supported by five Heads of Division. The Managing Director has the dedicated support of a Deputy Managing Director who is accountable for service quality across Community social work teams, looked after children's services and the referral and assessment services including the Child Protection and Assessment Team and Early Intervention service.
- 4.4 The Head of Commissioning, Quality and Finance is responsible for the quality assurance strategy and has specific responsibilities including management of the Quality Assurance Team, and the Service Manager for the independent reviewing officers. Each Independent Reviewing Officer quality assures the cases they review.
- 4.5 Heads of Division and Service Managers have responsibility to assure the quality of staff and the quality of the services provided within their respective responsibilities. They have defined responsibilities within procedures to secure quality improvements through routine monitoring of work and records, such as the Recording Policy and Guidelines October 2013 (via Tri-x).
- 4.6 Team Managers and supervising Senior Practitioners are responsible for the quality of the direct work undertaken by staff such as social workers. They have defined responsibility within processes and procedures which ensures, for example, the quality of reports to child protection conferences and the quality of the multi-agency plans put together.
- 4.7 Each member of staff who has responsibilities for the management and supervision of staff within the Supervision Policy, and for the Performance Management of staff, has a responsibility to ensure the quality of the work undertaken by those staff.
- 4.8 All practitioners are individually responsible for the quality of their own practice and support staff for their work.
- 4.9 Particular roles and responsibilities have been given to the Lead

Member (LM) for Children's Services, as described in the statutory guidance "The Roles and Responsibilities of the Lead Member for Children's Services and the Director of Children's Services" published by the Department for Education (April 2013). The Children Act 2004 requires each children's services authority to establish a Local Safeguarding Children Board (L.S.C.B.), whose responsibilities include "monitoring and evaluating the effectiveness of what is done by the authority and their Board partners individually and collectively to safeguard and promote the welfare of children, and advising them on ways to improve". The statutory guidance states that the Lead Member for Children's Services should be a 'participant observer' of the LSCB which in practice means "...routinely attending meetings as an observer and receiving all its written reports. Lead Members should engage in discussions, ask questions and seek clarity, but not be part of the decision making process. This will provide the LM with the independence to challenge when necessary from a well informed position".

- 4.10 In addition, there are responsibilities that have been described for the Leader of the Council. The London Safeguarding Children Board report "The Protection of Children in England: Leaders' Responsibilities" was considered by the London Council's Leaders Committee in July 2009 and notes that "Being formally part of LSCBs will give Lead Members regular access to information that will help them to challenge and be satisfied on matters of performance measurement and quality It will be a key part of the new role for Lead Members to actively seek out this information. It follows that Leaders should hold Lead Members to account by ensuring Lead Members regularly update the Leader on their analysis of this information and intelligence, identifying risks in the system that need attention and their plans to address these." The guidance is also clear that whilst Lead Members are politically and specifically accountable for ensuring good safeguarding practice, they need however, to be supported and held to account by the Leader of the Council, who will have wider ranging influence with partners, over resources and over the organisational effectiveness of the authority as a whole.

5 The Munro Review of Child Protection

5.1 Professor Munro's review of Child Protection identified 8 principles that need to underpin a good child protection system.

5.2 One of those principles is that "Good Professional Practice needs up to date knowledge of the latest thinking and research". The review specified key capabilities that social workers should have. These are as follows:-

- Knowledge
- Critical reflection
- Intervention and skills

5.3 The Government's response to the review highlights a change of inspection regime with more focus on early intervention and the quality of a child's *journey* through the system. This approach to systems-audits is reflected in the Quality Assurance Work plan 2014-2015 and includes a form of longitudinal measures of quality, for example, following individual children from the point of referral through to the point of adoption and analysing information such as the number of professionals involved, the number of placement moves and highlighting areas of drift. The work plan will also include the development of more specific themed audits, for example, children from ethnic minority groups.

5.4 The focus is now on specialised services to specific target groups i.e. early intervention and providing services to children and families with the most complex needs. It will therefore be crucial to focus upon the quality of the now well established Early Intervention service, and provide the evidence-base for any future funding arrangements as well as supporting the efficacy of early intervention models.

6 THE QUALITY ASSURANCE STRATEGY

6.1 The Aims of Quality Assurance in the Children's Trust

6.1.1 Children's Services aims to put children and young people first and to provide the best possible service for them and their families by:

- Promoting education, care and support services of the highest quality
- Ensuring that services are accessible to all and promoting the rights and responsibilities of those who use them
- Raising achievement and reducing inequality
- Ensuring that children are safeguarded and protected where necessary
- Looking after children where it is in their interests for them to be cared for by the Council
- All children including those with special needs/disabilities will receive a service that accesses the full range of needs, irrespective of social, familial or environmental factors.
- Listening to children and young people and ensuring that their voices are heard and acted upon

6.2 Principles

6.2.1 The Quality Assurance Strategy is underpinned by a series of principles:

- Service users are best placed to determine what constitutes a quality outcome
- Quality can always be improved
- Everyone has a role to play in improving quality
- All staff must be flexible in meeting children and young people's needs
- Quality outcomes and improvements are most likely when there are well-supported and well-managed, skilled, enthusiastic and resourceful staff

- Quality assurance will be planned into all new services to ensure we get it right first time
- Policies and procedures will be in place so staff can see what they have to do in order to meet standards
- Quality assurance will draw together and triangulate information from a wide evidence base to provide an overview of quality

6.3 The Components of the Quality Assurance Strategy

6.3.1 The quality assurance strategy for the Children's Trust has the following components:

- The lead role for quality assurance that is vested in the Commissioning Quality and Finance, Head of Service.
- Self-audit and evaluation, including independent external evaluation
- Compliance with the provisions of statute, regulations and guidance
- External inspection, including inspections by Ofsted
- Benchmarking
- Workforce Development including Continuous Professional Development and Performance Review
- Performance Reporting and Scrutiny
- Performance Measures

6.4 Head of Commissioning Quality and Finance

6.4.1 This post holds the following lead management and strategic responsibilities:

- for improving the nature and quality of services provided to children, young people and their families;
- for developing, implementing and overseeing a continuous quality assurance programme and specific quality assurance initiatives across the multidisciplinary Children's Trust;
- for improving the quality of multidisciplinary services received from the Children's Trust by borough residents, and the certainty with which the public can rely on that quality of service;
- for updating and maintaining the Quality Assurance Strategy for multidisciplinary services provided by the Children's Trust,

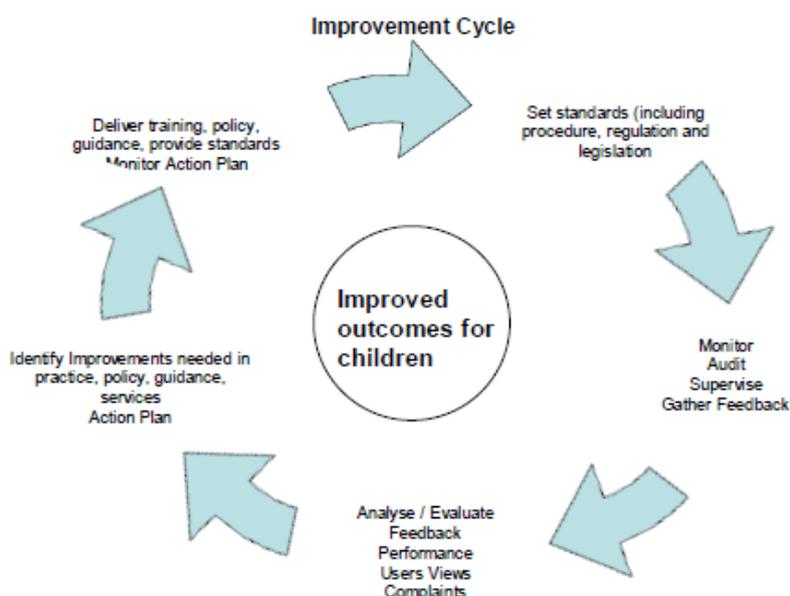
coordinating its strategic development, and overseeing the implementation and continuous review of the strategy.

6.4.2 The post has the following additional responsibilities:

- To manage the strategic development, co-ordination and implementation of specific quality assurance initiatives, working on a continuous quality assurance programme with Councillors, corporate colleagues, service users and staff in partner statutory and voluntary sector agencies.
- To ensure that quality assurance work considers, and produces recommendations for change and development in policy, service provision and planned improvements in service quality.
- To project manage quality assurance projects and initiatives both long term and short term and across the professional staff groups and functions represented in the Children's Trust.
- To provide line management and supervision for staff undertaking quality assurance work both as line managed supervisees and as managers from other functions seconded to or otherwise undertaking specific quality assurance work on a temporary basis.
- To implement and evaluate the development of children's services within the Children's Trust and with partner agencies including overseeing contracts and service level agreements using appropriate quality assurance and management information systems.
- To manage the strategic development, co-ordination and implementation of a multidisciplinary programme of quality assurance, working collaboratively with corporate colleagues, service users and staff in partner statutory and voluntary sector agencies
- To take lead responsibility for coordinating the development of, and for overseeing the implementation and review of the Quality Assurance Strategy
- To manage and supervise a specialist team of Quality Assurance Officers to effect change and service improvements, providing regular supervision and performance management
- To chair the LSCB Learning and Improvement Sub Group and contribute towards the management of Individual cases sub group.

7 The Annual Quality Assurance Programme

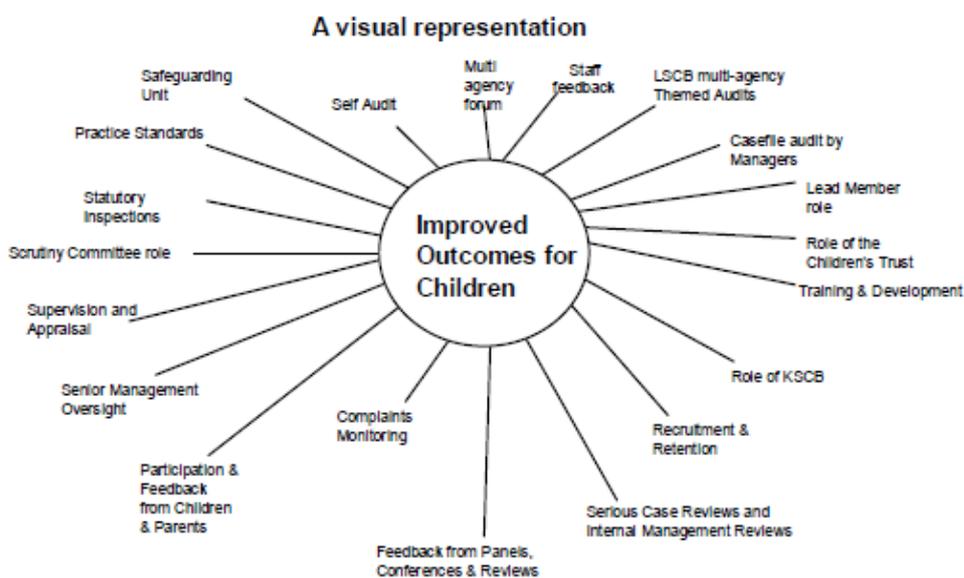
- 7.1 Each December the Head of Commissioning, Quality and Finance will set out the annual quality assurance programme for the following financial year, for approval by CTMT.
- 7.2 The Quality Assurance Strategy initially developed in November 2010 afforded the opportunity to establish an audit baseline across the Children's Trust. Over the last year the main aim of the Work plan has been to work alongside each team to develop appropriate audit tools and establish a baseline. There is an established Quality Improvement Cycle



- 7.3 Moving forward we aim to establish consistency across teams and divisions to implement their own local quality assurance process. For CPAT, Community Social Work Teams and Looked After Children and Children With Disabilities Team the Case File Audit tool has been revised to ensure a greater emphasis on the quality of social work practice. In addition to the QA team, independent consultants can be commissioned for specific pieces of work.
- 7.4 QA Officers are linked to different teams and divisions to promote a learning culture through audit findings and mentoring support.
- 7.5 The role of the frontline in supporting quality improvement must be an inclusive process, whereby staff are engaged and supported in the process. Frontline social work staff are well placed to assess

the quality of what they do, the constraints they experience in delivering outcomes for children, and to learn from a process which enables individual improvement in the context of a learning environment.

7.6 To embed a culture of quality improvement the Trust will seek to develop ways to triangulate the wide range of evidence collated by the borough as illustrated by the diagram below:



7.7 Self-Audit and Evaluation

7.7.1 Self-evaluation is a key mechanism for continuous improvement in the leadership, management and practice aspects of services. The key self evaluation tools which will be used are as follows:

- Service Planning
- Individual assessment, care planning and review
- Management monitoring
- Quality audits

7.8 Service Planning

7.8.1 The principal and over-arching plan for services to children and young people and their families is the Children and Young People's Plan (CYPP). It is a "whole service" plan for Children's Services and our partners. The implementation and development of the Children's Trust and of its services takes place within that context. The Children and Young People's Plan will be reflected

- in Divisional, Team and Personal Development Plans throughout the Children's Trust – this is the means by which strategic plans and resources are translated into the operational activity of individual members of staff in their contact with service users and service providers
- 7.8.2 The Children and Young People's Plan contains a clear statement of outcomes to be achieved for children and families, with monitored objectives and targets that are based on evidence (including research evidence) of what works.
- 7.8.3 The above listed components of the Quality Assurance Strategy each have a contribution to make to the development, implementation and monitoring of the Children and Young People's Plan. Reviews of the objectives and targets in the CYPP are built into the planning process through management monitoring and audits based on clear standards and performance indicators.
- 7.9 Individual Assessment, Care Planning and Review**
- 7.9.1 Each Single Assessment (as of April 2014) will be recorded into the Integrated Children's System (Protocol).
- 7.9.2 Each child who is subject to a Child Protection Plan will have an individual child protection plan as prescribed in the child protection procedures, and each child looked after will have a care plan.
<http://www.londoncp.co.uk/index.html>
- 7.9.3 These plans are subject to review within procedures, regulations and guidance, including a review of the degree to which the plan is being implemented and the quality of the service. Similarly, children in need whose cases are subject to a Child In Need plan within the Children in Need Procedures
<http://insidelbr/files/publications/13193.pdf> will be subject to periodic review within those procedures, including a review of the quality of the work and services provided. These reviews quality assure the services
- 7.9.4 Care planning should be undertaken in partnership with children, young people and their parents. Care Plans will always consider risks, will identify the outcomes to be achieved and describe how they are to be achieved and by whom, will identify the focus and content of social work intervention, and may frequently specify the frequency/duration/content of direct work with the child.
- 7.9.5 The monitoring of the implementation of care plans will be routinely reviewed through regular professional supervision which will be clearly recorded according to the guidance in the Supervision Policy
<http://insidelbr/files/publications/13193.pdf> and the Corporate

Performance Management Procedures, <http://insidelbr/training/performance.cfm> and will involve supervising managers monitoring and entering information into individual case records and staff supervision files.

7.10 **Management Monitoring**

7.10.1 A robust management monitoring system will be in place which includes:

- Supervision and Performance Management. The provision of supervision and performance management is routinely monitored by the Director of Children's Services and the Children's Services Management Team.
- The Quality Assurance team collating findings from audits and routinely reporting to CTMT on required improvements to practice, based on the evidence gathered from across the Children's Trust.
- The monitoring of front line workers' workloads, workload sizes and workload performance on key indicators by CTMT
- The monthly monitoring by CTMT of Stage 1, Stage 2/Step 2 complaints and the timeliness of our responses to those complaints
- Management monitoring of decision making within the scheme of delegated authority to ensure that each manager is operating at all times within their permitted authority e.g. in case management decisions, financial authorisations, general decision making
- The operation of the "Casework Panel". This is a means by which dispute resolution (for example, about care planning) can be achieved, concerns about lack of progress with implementing plans, concerns about poor decision making or practice, can be subject to independent scrutiny. The Panel is chaired by the Managing Director or the Deputy Managing Director and attended by the Service Manager for the independent Reviewing Officers. This is held monthly.
- The Casework Panel considers child protection plans that have been in place for 15 months or more, or child protection plans ended at the first review. Additional cases

that can be considered are those that require senior management oversight due complex issues or cross borough working. The Community Social Work Teams have casework panel meetings attended by the Deputy Managing Director; Service Manager or Head of Service. These are held fortnightly. The Team Managers and Social Workers are expected to present their cases, evidencing their knowledge of the journey of the child.

- A set of quality-related data is monitored weekly by CTMT.
- The DCS and chief officers in Children's Services each audit two or more cases every month
- The Managing Director Children's Trust meets fortnightly with Heads of service and team managers to review the progress of cases that have been audited and where concerns have been expressed by auditors

7.11 **Quality Audits**

7.11.1 Quality audits take place on discrete areas of service provision. Some will repeat on a regular or periodic basis, others will take place only once.

7.11.2 Quality audits may be concerned with all or some part of the services provided by one part of the Children's Trust, or, they may be concerned with a part or the whole of a function or part of a function. Thus within the annual quality assurance plan the Quality Assurance Team might for example plan (including setting terms of reference) and undertake audits of: the Leaving Care Team, case planning in children in need cases; child protection and disabled children, record keeping in fostering and adoption. Quality Audits and any recommendations arising from them will each be reported to CTMT. The quality Assurance Team will undertake the overall monitoring of progress in implementing recommendations arising from audits.

7.11.3 Quality audits anticipate and assist preparation for external inspections. They also follow up on the findings of previous inspections, to ensure that there is evidence of progress against Action Plans arising from the recommendations of any inspection or Peer Review.

7.11.4 Quality audits deploy a suitable variety of methods of enquiry

including:

- Reading and analysis of electronic and paper records
- Statistical analysis and interpretation
- Questionnaires to service users and/or staff
- Focus groups and/or interviews with service users and/or staff
- Interviews with managers
- Use of audit frameworks, tools, exemplars etc

7.11.5 Audits will be undertaken against standards. These may include external standards in legislation, regulations and guidance or agreed internal standards such as the “Child Protection Minimum Standards” and “When to convene a child protection conference”. They will always test compliance with agreed procedures.

7.11.6 Quality audits may be undertaken in conjunction with or following work by the Internal Audit Service or the Authority’s appointed external auditors.

7.11.7 An assessment of the standard of practice and quality of service, and in particular child protection services, will be undertaken on each occasion on which the Children’s Trust undertakes an Individual Management Review (IMR) that contributes to a serious case review being undertaken by the Redbridge Local Safeguarding Children Board (LSCB) or another authority’s Local Safeguarding Children Board. IMR’s frequently produce recommendations for improvements to practice, services and service quality and the implementation of these will be picked up both within the Serious Case Review Overview Report and Action Plan through the Local Safeguarding Children Board, and through CTMT.

8 Compliance with Statute and Regulations

8.1 The Quality Assurance Strategy is informed by the following statutes and policy guidance:

- Adoption and Children Act (2002) (including National Minimum Standards)
- Care Standards Act (2000)
- Care Matters: Time to Deliver for Children in Care (2008)
- Children Act (1989)

- *Provision of support services to children in need and their families*
- *Provision of child protection services*
- *Provision of services to looked after children*
- Review of Children's Cases Regulations (1991)
- The Children (Private Arrangement for Fostering Regulations (2005) (including National Minimum Standards)
- Children Act 1989 Guidance and Regulations Volume 5: Children's Homes
- Children's Act 2014
- Children and Young Person's Act (2008) (and Care Planning, Placement and Case Review Regulations)
- Children Act (2004)
- Children Act (2006)
- Fostering services: National minimum standards, fostering services regulations (2011) (DH)
- Framework for the Assessment of Children in Need and their families (2000) (Department for Health)
- Short Break: Statutory Guidance on how to safeguard and promote the welfare of disabled children using short breaks (2010) (DfES) their families (2000) (Department for Health)

This list is not exhaustive and additional regulations will be referred to when necessary.

9 External Inspection/Regulation

- 9.1 In April 2013, the Chief Inspector of Ofsted announced the plan for a single inspection framework for children's services to commence in September 2013. All service areas were to be inspected in one inspection rather than separately. The single inspection framework consists of services for children in need of help and protection; children looked after, fostering and adoption functions and care leavers, including an inspection of the LSCB alongside the Local Authority inspection.

- 10.1 In keeping with the statutory guidance on ‘The Roles and Responsibilities of the Lead Member for Children’s Services and the Director of Children’s Services’ the Leader of the Council reports annually to the Cabinet on an assessment of arrangements for safeguarding children which explores comprehensively the services available to children subject to child protection plans, children and young people who are looked after as well as vulnerable children or those with special needs.
- 10.2 The Corporate Parenting Advisory Panel plays a key quality assurance role through its consideration of regular reports on the operation of services for children and young people in or on the edge of care and care leavers. The Panel also hears directly from looked after children and care leavers who attend panel meetings and present their own report on services.

11 Review and Updating

- 11.1 This Strategy will be reviewed by the Quality Assurance Team and CTMT no less than once every two years.