

Committee:	Dated:
Safeguarding Sub Committee	3/10/19
Subject: Service Development Plan 2019–20	Public
Report of: Andrew Carter, Director of Community and Children's Services	For Information
Report author: Rachel Green, Service Manager, Children's Social Care and Early Help	

Summary

The new Service Development Plan will be used to drive forward work in all areas of Early Help and Social Care in 2019–20. The plan is created from the views of children, young people and their families, with input from staff, professionals and research.

Recommendations from Ofsted in 2016 are included to ensure consistency of oversight, challenge and momentum. The recommendations remain to ensure that, if needed, any dip in practice standards can be identified and addressed. Recommendations from the very positive Ofsted review of our work with care leavers in October 2018 are also included.

Recommendation

Members are asked to:

- Note the report.

Main Report

The Service Development Plan

1. The plan follows the vision set out in the Children and Young People's Plan 2018–21 (CYPP), which is for the City of London to be the best place possible for children and young people to grow up. The aims are: to work in partnership to provide a safe, inclusive and supportive environment where all our children and young people, regardless of background and circumstance, feel they belong; to provide high-quality services, world-class education and excellent opportunities that enable young people in London to live healthily, develop resilience, access meaningful employment, achieve their potential, and thrive.

2. At the time of writing, the IRO report had not been finalised. Any recommendations will be added to the Service Development Plan.
3. The aims in this plan sit under the five priorities in the CYPP, and are categorised as:
 - a. **Safe:** our children and young people are safe and feel safe.
 - b. **Potential:** our children and young people have equal opportunities to enrich their lives and are well prepared to achieve in adulthood.
 - c. **Independence, involvement and choice:** our children and young people are co-producers of cultural and support services. They will have the resources to develop independence, and the empowerment to play an active role in their communities and exercise choice over their services.
 - d. **Health and wellbeing:** our children and young people enjoy good health and wellbeing.
 - e. **Community:** our children and young people grow up with a sense of belonging as part of cohesive and resilient communities. They are able to create and participate in the cultural and creative opportunities available in the Square Mile.
4. The Children's Social Care, Early Help, and Short Breaks services aim to fulfil these priorities. How we do this is as important as what we do. Our building blocks for success set out the principles and behaviours we work with (see CYPP):
 - a. **Collaborative partnership working:** The plan ensures that all views, feedback and learning from children and families, staff and partners is captured and acted on. Each aim clearly lists the source of the idea underneath it, in red italicised text in brackets. In this way, we can be accountable to those who have taken the time to share their experiences.
 - b. **Putting children at the heart of everything we do:** The plan serves wholly to improve the lives of children.
 - c. **Outcomes and impact focused:** Every aim is SMART, and there is a 'hidden' column for embedding documentary evidence to support a completed task.
 - d. **Skilled and suitable workforce:** System development is subdivided separately. We know that a healthy workforce improves the experience for children and families.
 - e. **Open communication:** We will report on progress openly, to Committee, and to those involved in creating the plan.
5. The actions are 'BRAG' rated:
 - blue meaning 'fully completed'
 - red meaning 'fully stuck'
 - amber meaning 'more work needed or resolvable issue in sight'

- green meaning 'in progress, no barriers to continuing'.
6. Most actions are 'amber' as planned completion dates have not yet been reached.
7. Key achievements in the last quarter include:
- a successful summer holiday trip to Scotland, with a social worker attending. Young people said they felt free in the countryside, and several liked it so much, they wanted to stay
 - a young person who has been most frequently missing from care went on the holiday and thrived – they were well-supported by the rest of the group and their needs were much better understood because of the intensive quality time spent together
 - recruiting a full-time permanent team manager
 - all frontline social workers in permanent roles
 - a systemically trained Deputy Team Manager (pilot project) is in post to add management capacity (to cover for the Team Manager when on training or leave, to chair initial Children in Need meetings and to chair Pathway Plan meeting)
 - all staff are half-way through systemic social work training and the systemic practitioner is in post, supporting our work
 - embedded group supervision jointly between the Early Help and Social Care Services
 - operationalising a new Child in Need process, which includes the Team Manager chairing the first review, and the Service Manager looking at every case at six months to ensure that work is purposeful and timely
 - operationalising a new Pathway Plan process to include independent chairing of Pathway Plan reviews for those over the age of 18
 - implementing a new supervision template and process, to boost reflective case and worker management.
8. Key areas for development include:
- establishing group wellbeing sessions in the City for unaccompanied asylum seeking children – initially arranged by language as part of a pilot, starting with Arabic, due to the number of young Sudanese people who arrived in our area in the last year
 - making links with Sudanese community groups
 - looking at the viability of celebrating Refugee Week as a Corporation
 - holding an event in Refugee Week co produced by care to celebrate the cultural diversity of our care leavers to explore aspects of multi-cultural Britain (promoting social integration); and themes of belonging. To involve staff, members and carers in a fun celebration that provides reciprocity in allowing the young people to education us about their cultures and for us to share aspects of our cultures.

- If possible we should aim to invite the Lord Mayor, CPR and Town Clerk.
- setting up 'champions' across the Department of Community and Children's Services for children who are looked after and leaving care.

Conclusion

The Service Development Plan sets out an ambitious year of work to improve outcomes for children and their families.

Appendices

- Appendix 1 – Service Development Plan 2019–20

Rachel Green

Service Manager, Children's Social Care and Early Help

T: 020 7332 3501

E: rachel.green@cityoflondon.gov.uk