

Service Development Plan 2020-21

Updated January 2021

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Recommendation	Who?	Does what?	By when?	How will we know it has been done?	Outcomes for Children	RAG rated progress	
OFSTED FINDINGS							
The management overview of families stepped down to early help to ensure that families receive help with in a timescale that is right for them	Early Help Co-Ordinator & Mosaic Lead	Make Early Help Assessment work step & TAF meeting process live on Mosaic	11-May-20	EH worker will have tested the work steps.	Children are helped quickly.		complete
	Early Help Co-Ordinator	Runs a weekly report on referral into early help and timescale of completing an EH assessment.	18-May-20	Report is produced	Children are seen and supported quickly. 100% of families said communication from EH was good.		complete
	CSC & EH Management Team	Reviews EH step downs at weekly management meeting for 8 weeks & records overview on Mosaic.	04-May-20	Management Meeting notes evidence overview. Mosaic notes evidence oversight. Service manager to evidence at AEB in writing with examples.	Children experience seamless transition between teams, and families aren't on hold/experiencing delay in meeting need. Our data shows that there is no delay Sept-Dec		complete
The recording of management decision making at all stages of a child's journey.	Assistant Director & Service Manager	Build management capacity. Draft review in place, need to take forward.	01/08/2020	Revised structure chart published. Staff in place.	Children and families experience an exceptional service, with access to speak with managers.		This will be completed after Covid. Given the TOM and current Covid response.
	Assistant Director & Service Manager	Extend Deputy Team Manager Pilot, to retain capacity whilst CV-19 has put service review on hold.	01/04/2020	DTM postholder is in place throughout CV-19 and to end of service review	as above		Extension request approved.
	CSC & EH Management Team	Has recording as a standing item on management meeting agenda. Team to remind each other on recording reasons as well as decisions on case files.	04/05/2020	Management meeting notes show discussion.	Children and families experience consistent and timely decision making.		November 2020 audit shows strong management recording of reasons for decision making
	CSC & EH Management Team	121s with each level of managers includes a section on recording, with spot checking.	30/04/2020	121s evidence spot checking and discussion.	Children and families experience consistent and timely decision making, if staff are on leave or absent.		Audit shows strong management recording of reasons for decision making
BLACK LIVES MATTER							
Staff are able to support children and families through experiences of racism, and are able to be anti racist in work. The service is actively anti-racist in the way it operates.	Service Manager & Systemic Psychotherapist	Provide six week systemic sessions on racism, supporting staff and others	17-Jul-20	One page report completed, including the anonymous staff feedback gained.	Children and families are able to share experience of racism, and be able to talk about the impact on themselves. Children and families has social workers that advocate against racism. EG challenging school decisions - e.g. with hair. Excellence in Practice		6 sessions have taken place, feedback questionnaire sent. One page report has been to CSMT. Evidence shared with the DFE and LIA as best practice.
	CSC &EH Management Team	Create and follow action plan, that follows on from systemic sessions on racism. Share this action plan with the People Dept Equalities Group.	05-Aug-20	Action plan in place, to be included in September refresh of service development plan.	Children and families have a good experience of social workers as anti racist, who listen and speak about race with competence. Excellence in Practice		Action Plan in Place. Actions are being progressed. People's Equality Group is running 28 lunchtime sessions following Layla Saad's book 'Me and White Supremacy'. All staff in the People Dept are being given the book and encouraged to work through individually or as a group.

	Service Manager	Send video messages to all looked after children and care leavers, supporting them around experiences of racism, standing with them and agreeing that Black Lives Matter	30-Jun-20	Messages sent and feedback received.	Children and families have a good experience of social workers as anti racist, who listen and speak about race with competence. Excellence in Practice		Feedback received from young people saying how much they liked the messages - enabled staff to have discussions about racism as a result. SEF captures this. DFE are using videos in their work.
COVID ACTION PLAN							
Young people know about Covid and are able to follow PHE guidelines	CSC & EH Management Team	Social workers/EH workers to be in touch weekly and give messages about Covid using WhatsApp, email, call, video links as suits the young person/family.	30-Apr-20	Visit data shows weekly contact for March/April/May. 121s covered covid with each client throughout this period.	children and young people understand covid rules and safety and reduce risk of infection/illness.		Social workers and the participation officer have shared videos, discussed rules and purpose of the rules. Young people making their own decisions, with information to support them.
	CSC & EH Management Team	Social workers/EH workers to be visiting face to face as lockdown eases. 121 to actively consider risk and management of every family.	15-Aug-20	Visit data shows face to face contact has taken place for all clients safe to do so.	Relationship based practice continues and young people have seen their social worker face to face regularly.		Face to face visits took place throughout. Suspended but for high risk given Covid mutation, at 11 January 2021. To be reviewed.
Mental Health of UASC is supported, and trauma reduced.	Service Manager	Coram UASC early intervention project runs. Providing sleep training to front line and keywork staff. In addition to charitable therapeutic input and CAMHS and the CoL Systemic Clinic.	30-Aug-20	Training has been offered to keywork staff and social workers. MyLife and Pathfinders in August.	Sleep is improved, and ability to live with trauma is extended. Excellence in Practice		Training took place with social workers and keyworkers online. The project is now working direct with young people and their support systems to improve sleep, with sessions on a weekly basis. The plan is to develop this work across London.
Mental health of local children and families is supported.	Service Manager	Set up, run and review CoL trainee systemic family therapy clinic weekly. Joint project with Kings College London.	30-Oct-20	Mid way review report to CSMT October 2020	Children and parents are able to emotionally manage day to day life better, with therapy being offered in their homes online throughout the pandemic. Excellence in Practice.		Clinic now up and running, and is seeing four families (3 CIN, 1 EH and two UASCs currently). A report is underway from the Systemic Psychotherapist running the programme, which will look at impact and outcomes alongside the 9 equality characteristics.
From Audit Findings							
Mind of My Own App is used by all social workers and EH workers. This is because audit shows it works very well	EH Lead	EH worker provides two drop in sessions for social workers on how to use the two levels of MOMO effectively.	31/08/2020	Two sessions take place. Audit shows creative and consistent usage of MOMO	Children are able to express their views to their support/social workers. Excellence in Practice		Two sessions took place in August. Needs to be added into induction programme for new staff, to keep momentum.
MANAGEMENT NOTES	MANAGERS	RECORDS INFORMAL AND FORMAL DISCUSSIONS - CONSISTENTLY ACROSS MANAGERS	END AUG 2020	DONE	Transparency for children. Decisions can easily be challenged. Children don't need to retell their story.		Audit (Nov) shows good timely management recording.
INIITAL CIN PLAN TIMELY	MANAGERS	CLEAR ON TIMESCALES IN 121, NEW MONTHLY CIN PLAN TRACKER AND MANAGEMENT OVERSIGHT ON RECORD	END AUG 2020	MONTHLY TRACKER TAKES PLACE, AND ALL CIN PLANS IN TIME AT TRACKER SESSION (ULTIMATE AIM, TO HAVE THIS AUTOMATED)	Children receive support quickly. Parents experience timely support. Excellence in Practice		Tracker has been effective at spotting the SMARTNESS and timeliness of plans and keeping them on track. Joint management oversight of plans recorded on every CIN plan every month.
CIN PLANS SMARTER	MANAGERS	REVIEW SMARTNESS OF PLANS AT NEW MONTHLY CIN PLAN TRACKER AND MANAGEMENT OVERSIGHT ON RECORD	END AUG 2020	MONTHLY TRACKER PICKS UP ON PLANS THAT COULD BE SMARTER AND RECOMMENDS MANAGEMENT SUPPORT AS NEEDED	Parents understand what needs to happen, why and by when for their children.		Annual survey shows positive parental feedback about our work. Management hub review has improved consistent smartness of plans, and ensured timely end of our services. Where needed.
FACE TO FACE VISITS RESUMED WHERE SAFE TO DO SO	SWS	FACE TO FACE VISITS WHERE SAFE	END AUG 2020	WEEKLY TRACKER	Children have strong relationships with their social workers.		see above re: visits
EVIDENCE OF SHARING MISSING INFO TO HOSPITAL ON FILE (CONTACTS)	SM	TRIPLE LOCK TO ENSURE NO EVIDENCE MISSING (NOTE ONLY ONE WAS FOUND MISSING)	ASAP	TRIPLE LOCK DONE. SM HAS CHECKED EVERY CONTACT AND THIS IS IN PLACE.	There is no administrative gap between hospital/LA if a child is found after being missing. Excellence in Practice.		complete

THRESHOLD OF CIN CONFIDENT ACROSS MANAGERS	MANAGERS	MANAGEMENT THINKING TO BE EVIDENCED IN CONTACT AND REFERRAL, TO SHOW WHY THRESHOLD CHOSEN	END AUG 2020	CS AUDIT THOUGHT THRESHOLD GOOD	Families do not have state intervention if it is not needed. Families get support if they need it at the right time.		threshold is consistently applied well. evidence through Nov audit.
AUDIT LEARNING USED IN 121	MANAGERS	MANAGERS TO USE AUDIT FINDINGS IN 121 AND IN TEAM MEETINGS TO ENSURE SOCIAL WORKERS OWNING LEARNING	END AUG 2020	MANAGERS HAVE BEEN USING LEARNING THROUGHOUT	Families experience a strong, learning organisation.		In Place. Weekly notes show handover between managers. Automated report also works.
EARLY HELP STEP UP STEP DOWN IN TIMELY WAY	EH	MANUAL MONITORING OF C&F IDEAS OF RECOMMENDATIONS AT MANAGERS' MEETING, UNTIL THIS CAN BE AUTOMATED	END AUG 2020	THERE IS AN AUTOMATED TRACKER IN PLACE FOR MANAGERS WEEKLY	Families do not have to wait for support.		In Place. Weekly notes show handover between managers. Automated report also works.
POLICY FOR ACCOMPANYING YP TO PLACEMENTS	SM	ALL DAY TIME YP TO BE ACCOMPANIED TO PLACEMENTS. TO ASK THAT POLICE ACCOMPANY OVERNIGHT.	01-Dec-20	ALL DAYTIME CHILDREN ACCOMPANIED. WE HAVE ASKED EDT TO ASK POLICE TO ACCOMPANY. NOT FEASIBLE FOR EDT TO ACCOMPANY.	Children have safe travel to their first home, and are safe from traffickers. The risk of going missing is reduced. Excellence in Practice		CoLP have transported YP to placement. Keyworkers have also collected YP from police station.
TIMELY RECORDING	MANAGERS	TO REMIND OF CASENOTE/FILE UPDATING AS NEEDED IN 121S.	01-Dec-20	AUDIT EVIDENCE, AND MANAGER CHECK PRE 121	Children don't have to repeat requests/information, in the case a worker is away.		Case note recording is consistently good.
CHRONOLOGIES ON ALL FILES	MANAGERS	REMINDERS ABOUT CHRONOLOGIES AT 121. MONTHLY REVIEW	31-Jan-21	USING NEW SW TO UPDATE CHRONOLOGIES	Children's experiences are seen in the context of their own and their family's history. Patterns of neglect can be identified and threshold considered accumulatively.		Chronologies consistent in child protection. Reminders still needed for other areas of work, to keep these up to date. This is part of business as usual case management.
VIEWS OF EXTENDED FAMILY/ABSENT PARENTS IN ASSESSMENT	MANAGERS	QUESTIONS BEING ASKED IN 121. WORKERS TO THINK ABOUT THE WHOLE FAMILY IN EXTENDED SYSTEM	01-Dec-20	Supervision notes evidence this. Audit findings show it.	Family systems are understood, risks and resources identified. Children protected.		
AEB action tracker							
Including Early Help Coordinator in decision making on threshold, whilst virtual arrangements in place.	Managers	Dip samples on contacts - to see if EH has been included in decision making.	Dec-20	Audit findings show threshold consistent.	Children do not miss out on early help.		
Travelling to placement overnight. Expectation of practice.	SM	Police to accompany YP to placement where able. Contract with EDT to be reviewed.	Feb-21	Contract has changed	Children do not go missing on travel to placement overnight. Excellence in practice.		No child has gone missing due to EDT having moved them from police to first placement. All children accompanied in the daytime - by police/social worker/keyworker. Need to review EDT contract, in February.
Service Development Plan to have a section on what this means for children and families re outcomes. Plan should include what excellence looks like in what we are doing.	SM	Service Development Plan to have section on outcomes and excellence.	08-Jan-21	column in place	Clear impact for children in every document		column in place on this plan.
AEB Chair to review data and improve reporting	SM	Improved dataset	Sep-20	In place.	Staffing/needs are properly understood, so the right services are commissioned for children.		in place
Develop CIN/CP work to be outstanding in terms of impact and outcomes.	Managers	Actively include CIN/CP families in Family Therapy Clinic	Dec-20	Midway report evidences takeup	Families at home who are struggling get help in their home (online) together. Children are supported in their own safety by their families. Excellence in Practice		in place. CP/CIN families taking up therapy.
	Managers	DTM/TM to chair CIN meetings more often, as needed to give greater oversight.	Dec-20	CIN tracker evidences decision for managers to chair.	Children and families have the most robust, clear input. Excellence in Practice		managers are routinely chairing CIN meetings to ensure pace and clarity and direction

	SWs and Managers	Risk assessment to be developed further by staff together, with views from AEB/Senior leadership gained	Feb-21	Risk assessment on tri-x	Risk is managed well for children. Risk is owned and shared by everyone around the child/family. Promoting Safety. Excellence in Practice		2 virtual sessions with staff have taken place, new risk assessment created. Awaiting feedback from AEB chair.
Self Assessment to be completed	SM	To write SEF	31/08/2020	SEF in place	Full accountable review of overall service to children and their families. Excellence in Practice		SEF is going to Safeguarding Sub Committee February 2021
Annual Survey October 2020 CIN/CP							
Housing: overcrowding	SM & Housing department	Ideas session with housing and tenancy support	Feb-21	housing strategy in place	children in safe good quality housing. Parents aware of choice and limitations. Excellence in Practice		Meeting with housing needed. From practitioner feedback it seems housing offer and staff good, it is that families want bigger housing in the estate/road they are in, which is not possible.
knowledge of complaints process	SWs/Managers	At C&F stage, and every CIN review	Feb-21	Audit findings	children and families are able to say if something is wrong Excellence in Practice		reviews always include a reminder of complaints
Immigration clarity	SWs and Managers	Coram legal support, UASC lead	Feb-21	quarterly immigration review	permanent legal stay in the UK Excellence in Practice		Lead UASC worker in place, excellent team understanding of immigration, cover of legal costs good
Confidence with money	SWs	Budget lessons. MyBNK training	Dec-20	Sessions have taken place	Confident in budgeting		Budgeting sessions have taken place, and will continue in 2021
Confidence with health	SWS	asks keyworkers to role play calling the doctor, and supporting YP to make their own appointments. Remind via contract review.	Feb-21	IRO to note if YP have made health appointments themselves. Commissioned providers to provide evidence on this to commissioners.	young people able to book their own health appointment.		All young people to have opportunity to book health appointment, when need arises.
Employability support	SWs & managers	Adult Education/Prospects/CoL Champions	Nov-20	Monthly ETE review notes show prospects know of every YP	young people have timely ETE support, with professionals working together Excellence in Practice		All services work together every month for every child NEET.
Care Leavers							
Housing. Good quality. Permanent housing.	SM & Housing	workshop with housing and tenancy support	Nov-20	Video and session on tenancy support has taken place	young people have realistic expectations on housing Excellence in Practice		video's shared, tenancy support sessions held
Face to face visits most/all the time	SWs	visit face to face	Nov-20	Performance data shows frequency	Young people have strong relationship with their SWs		
Pledge awareness	SWs	Staff session. Participation officer.	Feb-21	Pledge session undertaken. CICC session.	children confident in our promises		
Knowledge of advocacy/complaints	SWs	At PPM/LAC Review/Visits	Nov-20	LAC review minutes record reminder of advocacy/complaints	Young people know how to complain and argue if they disagree		
Education Training Employment	SM	Including Prospects in Monthly tracker, to promote realistic ETE	Nov-20	Monthly tracker notes provide evidence	Young people have access to ETE		
Loneliness	SWs	Independent visitors. Perhaps link with Strengthening Families, Strengthening Communities? Waging Peace.	Nov-20	Independent visitor numbers higher at next quarterly review. Waging Peace have our YP to work with.	Young people have at least one trusted adult Excellence in Practice		Have increased capacity for Independent Visitors. Waging Peace procurement checks underway.
Immigration support	SWs	Waging Peace to help with applications for Sudanese children	Nov-20	Waging Peace work with our boys. And see above re legal support.	culturally appropriate immigration support. Excellence in Practice		as above
Support to call/access their GP	as above with LAC						
Early Help							
Housing - overcrowding and pace of response	SM & housing	reflects on family feedback and makes a plan	Feb-20	a housing strategy for EH & CSC is in place	children in safe good quality housing. Parents aware of choice and limitations. Excellence in Practice		