

**Service Development Plan 2021-22**

**Update: January 2022**

Rachel Talmage (Green), Children's Social Care and Early Help

	Who?	Does what?	By when?	How will we know it has been done?	Outcomes for Children	RAG rated progress
<b>OFSTED FINDINGS</b>						
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	complete	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.	complete	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.	complete	Management Meeting 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.	complete	Revised structure chart published. Staff in place.	Children and families experience an exceptional service, with access to speak with managers.	Jan 2022: TOM complete. DTM position is now permanent and postholder in the role permanently.
	Assistant Director & Service Manager	Extend Deputy Team Manager Pilot, to retain capacity whilst CV-19 has put service review on hold.	complete	DTM postholder is in place throughout CV-19 and to end of service review	as above	complete
	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.	complete	Management meeting notes show discussion.	Children and families experience consistent and timely decision making.	This was complete. October 2021 show gaps in management recording and timeliness of uploading supervision notes in parts of the service. Head of Service now gets fortnightly supervision reports to focus on timely uploading.
	CSC & EH Management Team	121s with each level of managers includes a section on recording, with spot checking.	complete	121s evidence spot checking and discussion.	Children and families experience consistent and timely decision making, if staff are on leave or absent.	Audits Nov 2020/March 2021 strong on recording. October 2021 shows inconsistent uploading of 121 and some gaps. See above for remedial effort and focus.
<b>BLACK LIVES MATTER</b>						
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. Work is broadened across People Dept as part of think family approach	Service Manager and People Equality Group	Facilitate 28 fortnightly anti racism sessions, across the People Dept, following the workbook 'Me and White Supremacy' by Layla Saad	01-Mar-22	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. <b>Excellence in Practice</b>	1 year now complete. 3 whole People Department pieces of work on microaggressions, 2 DfE presentations undertaken, interview panel consistently diverse.

**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.	complete	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.	retained as covid continuing. Feedback from providers show that our young people are confident in understanding about transmission, rules and vaccines.
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.	31-Mar-22	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. <b>Excellence in Practice</b>	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, Coram/CoL are presenting to DFE on 24 January 2022
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-21	Mid way review report to CSMT October 2020 (done) and June 2021 (done) and March 2022 (tbc)	Children and parents are able to emotionally manage day to day life better, with therapy being offered in their homes online throughout the pandemic. <b>Excellence in Practice.</b>	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 in 2020-21 (note: May 21 audit underway)

MANAGEMENT NOTES	MANAGERS	RECORDS INFORMAL AND FORMAL DISCUSSIONS - CONSISTENTLY ACROSS MANAGERS	01-Dec-21	DONE	Transparency for children. Decisions can easily be challenged. Children don't need to retell their story.	Audit (April) shows good timely management recording. Nov audit shows dip in practice in some areas. Now tracking fortnightly re: 121 uploads
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-21	Supervision notes evidence this. Audit findings show it.	Family systems are understood, risks and resources identified. Children protected.	This is in place. Kept on 2021/22 tracker to ensure embedded and to give opportunity to check against audits.

AEB action tracker




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. <b>Excellence in practice.</b>	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. Kept on as AEB review: young people chose to go to police for safety, therefore we deem police ok to accompany overnight to placement. Different if criminal route.
Develop CIN/CP work to be outstanding in terms of impact and outcomes.	Managers	Actively include CIN/CP families in Family Therapy Clinic	Dec-21	Midway report evidences take up	Families at home who are struggling get help in their home (online) together. Children are supported in their own safety by their families. <b>Excellence in Practice</b>	in place. CP/CIN families taking up therapy. Extended date to end Dec, to ensure tracking of CIN/CP case inclusion with the next set of clinic sessions. Midway report went to CSMT and is going to AEB in June 2021
2021/22 Self Assessment to be completed	SM	To write SEF	31/08/2021	SEF in place	Full accountable review of overall service to children and their families. <b>Excellence in Practice</b>	Self coming to AEB/Early Help Sub in September 2021

Annual Survey October 2020 CIN/CP

Housing: overcrowding	SM & Housing department	Ideas session with housing and tenancy support	Sep-21	housing guidance in place	children in safe good quality housing. Parents aware of choice and limitations. <b>Excellence in Practice</b>	One page guidance on housing written. Jan 2022: Sufficiency strategy fully refreshed Jan 2022.
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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 <b>Excellence in Practice</b>	reviews always include a reminder of complaints. Complaint received August 2021
Immigration clarity	SWs and Managers	Coram legal support, UASC lead	Feb-21	quarterly immigration review	permanent legal stay in the UK <b>Excellence in Practice</b>	Jan 2022: Lead UASC worker in place, excellent team understanding of immigration, cover of legal costs good. Interview Project outcomes excellent: YP getting limited leave to remain.
	DTM	Ensures virtual immigration interviews and chases up decisions	Dec-21	Interviews have taken place and decisions been shared	permanent legal stay in the UK Excellence in Practice	Jan 2022: 20 interviews taken place, now 15 positive responses (expected one negative)
Employability support	SWs & managers	Adult Education/Prospects/CoL Champions	Nov-21	Monthly ETE review notes show prospects know of every YP	young people have timely ETE support, with professionals working together <b>Excellence in Practice</b>	All services work together every month for every child NEET.
<b>Care Leavers</b>						
Housing. Good quality. Permanent housing.	SM & Housing	workshop with housing and tenancy support	Nov-21	Video and session on tenancy support has taken place	young people have realistic expectations on housing <b>Excellence in Practice</b>	Jan 2022: video's shared, tenancy support sessions held. Latest ones in August 2021, feedback given on housing queries. Jan 2022, have been asking YP to search for their own flats to get an understanding of money.
Pledge awareness	SWs	Staff session. Participation officer.	Dec-21	Pledge session undertaken. CICC session.	children confident in our promises	Pledge session undertaken with Cicc Feb 2021. Kept on 2021 tracker to ensure consistency and awareness with newly arriving UASC
Knowledge of advocacy/complaints	SWs	At PPM/LAC Review/Visits	Nov-21	LAC review minutes record reminder of advocacy/complaints	Young people know how to complain and argue if they disagree	
Loneliness	SWs	Independent visitors. Perhaps link with Strengthening Families, Strengthening Communities? Waging Peace.	Mar-22	Independent visitor numbers higher at next quarterly review and sustained each quarter. Waging Peace have our YP to work with.	Young people have at least one trusted adult <b>Excellence in Practice</b>	Have increased capacity for Independent Visitors. Waging Peace procurement checks underway, and they are working with YP now. Retained on plan to extend and secure offer.
	SM	Review opportunity with new Family Action service, a support line every evening till midnight	Oct-21	A decision will have been made to use or not use the support, if it will be of use to our young people and if it is possible in budget, or if funding can be found. An update to CSMT in October, with minutes to evidence if this is the right service for COL	Young people have someone to call if lonely/worried	not the right service at this time.
Immigration support	SWs	Waging Peace to help with applications for Sudanese children	Mar-22	Waging Peace work with our boys. And see above re legal support.	culturally appropriate immigration support. <b>Excellence in Practice</b>	as above
<b>Early Help</b>						
Housing - overcrowding and pace of response	SM & housing	reflects on family feedback and makes a plan	complete	a housing strategy for EH & CSC is in place	children in safe good quality housing. Parents aware of choice and limitations. Excellence in Practice	kept on 2021 tracker, to make sure staff are clear with resident families about limited options within the city for bigger properties and to encourage moves out of the city to bigger homes where space is so tight it is affecting family functioning and wellbeing of children.
<b>April 2021 stretching plans</b>						
Preparation for independence: building on the keywork sessions, running a rolling preparation for independence training programme.	Participation Service, with input from SM	Creates a training programme	Sep-21	training programme in place and young people have joined in,	Ready and able to take on own tenancy	took place in August 2021, now recurring programme.

Transitions pathway strengthened between adult and children's social care and education.	TM with Education and Early Years' Service	Creates a written pathway document with clearly outlined expectations and resources for children/teens and their families	Sep-21	Written documents in place	Ease of moving from children's to adults services. Clear educational pathway. Reduction of stress for families.		Piece of work completed. By CWD SW lead and Education and Early Years and Adult education
Review work with children with SEND and look to develop further. Following audit and following feedback from SEND board and specialist consultant.	SM	Reviews feedback on audits around disability. Reads updates from council for disabled children. Reviews need for a Designated Social Care Officer. Uses feedback from SEND board.	Sep-21	SWOT analysis to Children's Senior Management Team with recommendations in September 2021	healthy, achieving children with leisure opportunities. More relaxed family environments.		Have contributed to the audit.
Set up parenting programme in the City, to enable parents to learn from one another	EH	Runs first strengthening families strengthening communities programme in the Square Mile	Dec-21	Programme will have taken place and record of numbers attendees taken	safer happier home lives.		Programme is mid way. Waiting list in place for January 2022. Has been accredited by Race Equality Foundation.
Develop sleep programme with foster carers and early help	SM & EH, with Coram	Adapts sleep programme offer to a wider audience.	Dec-21	Programme of training delivered. Audits show usage of sleep work	better sleep, better mental health		Jan: 2022: contract agreed for 2021/22. This work will also be research evaluated. 121 work is taking place. Slow down in delivery Sept-Nov with Afghan resettlement.
Review of MASH, given London wide review of MASH	SC	learns about pan london changes as they evolve, reviews our MASH processes	Mar-22	two page paper to CSMT	timely response to queries/referrals. Children safer.		Jan 2022: Review project underway Pushed back due to Afghan Refugee project. PAIR/Audit on subject is took place October 2021. Additional strengthening work taking place Jan-June 2022 around MASH/front door.
CIN/CP work is consistently outstanding.	SM	Hold systemic management session on strengthening CIN/CP work.	Mar-22	AEB chair is undertaking a thematic audit on EH/CIN/CP in October 21	Children are not experiencing or at risk of significant harm		Jan 2022: systemic therapist change, due to workload of former, and new therapist ill in december, slowing down plans. We added to our CIN tracker (Nov) following audit.
Family feedback is captured quickly and effectively. Postal feedback requests are not working.	SM	Creates feedback call/email process at end of our involvement.	Mar-22	tracker evidences feedback discussion and if this has worked	learning captured from other children/families to help keep children safe		Jan 2022: this work needs improving, as forms/emails are not returned. Early help make the last session a feedback session, social care will follow suit from Jan 2022 - the clinic only uses telephone feedback after questionnaire's failed.

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SW lead for systemic practice	Runs session on GRACES	August	Video available	Will be able to say about, for example, racist experiences, because they will be explicitly asked.	
Systemic psychotherapist  all practitioners & managers	Runs series of Action Learning Sets	Dec-21	Sessions will have been held	Lives get better with expert support	
	Intimate Partner Abuse -theory	Sep-21	Recording and slides available & academic research appended	Will experience a worker confident and capable to make a difference	
	Intimate Partner Abuse - safety planning & what works	Sep-21	complete & evidenced (note: have asked workforce development to add learning resources to their site)	violence is reduced at home. Clear safety plan for child and parent(s)	
	Risk- using the ideas of change, safe uncertainty (Mason) and domains (Lang)	Jan-22	as above	children experience safety at home	

Language - power of how we narrate and how to critically appraise our use of words	Feb-22	as above	children and families experience a positive expert response.
Genograms - different uses of these in practice	Mar-22	as above	Children and families can see their family systems mapped out correctly
Trauma - impact on us and those we work with	Apr-22	as above	children will have trauma identified and responded to
Closing/ending work/feedback	May-22	as above	children know what the social work support has done and why it stops.
Reflexivity, anti- racist and the SOCIAL GRACES	Mar-22	as above	Will be able to say about, for example, racist experiences, because they will be explicitly asked.

Service Manager

Develop and embed some key systemic principles for the City:	Feb-22	one key sheet on principles. To be on website, in handbook (reviewed). And shared internally.	Jan 2022: progress delayed by Afghan situation & recruitment. Retimetabled.
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-Relationships

- Curiosity
- Context