

Service Development Plan 2022-23

Children's Social Care & Early Help

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Date for review: July 2022

Note: Progress on the plan from our Self Evaluation (September 2021) is included in the second tab of this worksheet. The SEF will be updated in August 2022.

| Why? | Who? | Does what? | By when? | How will we know it has been done? | What will be the experience of children? | RAG rated | Comments on progress |
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| Need identified by parents, recommending the programme to other parents. | EH Lead | Runs Strengthening Families Strengthening Communities Programme x 2. Once in each of the two key areas in the City | First by July 2022. Second by December 2022 | Accreditation by Race Equality Foundation achieved. Programme attendance sheets completed. Evaluation Report provided to Early Help Sub Committee. | Children experience their parents responding kindly, more consistently and clearly. | | Accreditation awarded 26 April 2022. Second pilot session nearly complete. |
| Covid impact on mental health, and family relationships being a common area of need in Early Help. | EH lead | Refers and supports children & families to use the Systemic Family Therapy Service | end Sept 2022 | At least 2 EH referrals made per quarter. Clinic data shows EH families attending at least 90% of their sessions. One case summary that shows impact of clinic. | Children's stress levels are reduced as their parental stress is reduced. | | |
| Identified via Afghan Project Partners | Afghan Project Lead | Creates and runs parenting in the UK groups | April - July 2022 | The weekly timeable listings. Programme Plan created. Attendance logs. | Children have supervision in the street and are supported with homework, with school and leisure time. | | 2 parenting sessions have been run so far as part of a wider weekly offer. Regular programme will be in place after Ramadan. |
| Request from Paiwand (Afghan charity) and Afghan Resettlement Organisational group. | Afghan Project Lead | Runs early help clinics for all families in the two hotels at least weekly | April - July 2022 | Clinic logs evidencing family support undertaken. Performance data: number of children/families making enquiries - bi annually | Children are taken to medical appointments by parents who have support to do so, little children have the opportunity to go to nursery, older children are taken to leisure activities. | | Clinics up and running. Staff sickness has meant three sessions have been cancelled. |

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| Families have been disappointed with the payment cards not working, need to fix. | EH Lead | Reviews Short Break Pre Payment Card effectiveness | end Sept 2022 | Minutes of Short Breaks Meeting evidence review | Children with disabilities take part in leisure activities regularly. | | 1 family declining to use new card as so upset the old ones didn't work - low expectations which need support. Other families using new card. |
| Respite Innovation Bid unsuccessful to explore services in square mile: therefore need to review our offer with children and parents to see what is possible. | EH Lead | Review short break offer together with children and families | end March 2023 | Short Break Offer is co produced with children and carers. Short Break offer goes to the SEND board. Short break offer is refreshed and on our website | Children with disabilities have access to good quality leisure opportunities that their adults can take them to. | | |
| Children have been in the hotel for 7 months, need to gather their views separately to adults. | Afghan Project Lead | Listen to children in the Bridging Hotels as to their experience. | end April 2022 | Session notes received. Views listened to and responded to. | Children can share their wishes and feelings and have a sense of control over what happens in the hotel. | | nearly 50 children and young people joined in a views session 7 April. Views taken forward to Afghan Project Group. |
| Afghan project work has extended, with new Early Help Offer, review needed to see if effective and anything to amend. | Afghan Project Lead | Reviews first four months of enhanced early help offer to the families in the Bridging hotel. | end Sept 2022 | 2 page review to Early Help Subcommittee & CSMT. To include data on the drop in and casework. | Children receive the support they need in the hotel, with friends, with leisure, with school and with health. | | |
| Early Help Lead has moved to Manage Social Care Team. Early Help lead vacancy. | Head of Service | Recruits and inducts new Early Help Lead to take forward the above work | end June 2022 | Early Help Lead in post | Children experience secure, timely well paced early help support. They have a trusted adult. | | Interviews taken place. New postholder to start 6 June. Afghan EH lead is supervising the EH worker until this time. HOS is chairing shortbreak panel meetings until postholder arrives so no gap in decision making & staff support. |
| Ofsted recommendations from judgment in February 2020 | CSC & EH Management Team | Reviews EH step downs at weekly management meeting. | Weekly. | Management Meeting notes evidence overview. Data shows step down is timely. Data shows speed of first visit from transfer into/out of Early Help. | Children don't need to re-tell their experiences, likes and dislikes because of thorough transfer, and they don't have to wait to see their new Early Help or Social Worker. To reduce anxiety. | | complete - (kept in to retain oversight) |





Children's Social Care

Children in Need & those in need of protection

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| Referral data shows that children need better parenting. | Team Manager | As above: parenting programme. Ensure at least 2 families are referred per programme cycle | First by July 2022. Second by December 2022 | Casenotes evidence liaison between parenting group & social worker. Evaluation Report provided to Achieving Evidence Board with quantitative and qualitative evidence. | Children experience their parents responding kindly, more consistently and clearly. | |
| Data shows an increase in strategy meetings. Review of thresholds needed. | Head of Service | Commissions external professional to review threshold on every contact over last three months. To run 2 Action Learning Sets for Managers on thresholds. | 01-May-22 | Report to be provided to Head of Service | Children's privacy and information is respected and proportionately shared. | 1 x Action Learning Set on thresholds for managers held. |
| Threshold document due for review. Following research on infant harm for under 1s during covid, need to update document on Sudden Death of Infant (SUDI). Need to include any particular case examples from the above review of thresholds. | Head of Service | External professional to gain feedback from managers on areas to update, and to review the Threshold document with partners. | end July 2022 | Threshold Document published on the internet | Children will be able to look back on their records and understand why decisions were made - the decisions will refer to the threshold document. | |
| Review of MASH, given London wide review of MASH | HOS | Learns about pan london changes as they evolve, reviews our MASH processes. Use external consultant for capacity. | May-22 | Two page paper to CSMT (Children's Senior Management Team), including a summary of London wide changes. MASH data is equivalent to our London neighbours. Audit of MASH evidences | Children receive timely support at the right level. Children have professionals who communicate clearly and are safer because of trusted adults working together. | Jan 2022: Review project underway Pushed back due to Afghan Refugee project. PAIR/Audit on subject is took place October 2021. Additional strenghtening work taking place Jan-June 2022 around MASH/front door. March 22: first action learning set with managers on MASH/front door held. |
| 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 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. Clinic contract extended 22-23 |
| Ofsted recommendation 2020: The recording of management decision making at all stages of a child s journey. Retained to keep | 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. |

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| | Head of Service | 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. | |
| | 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. | as above. Note managers now have their own Action Learning Set on the front door and recording. |
| | Head of Service | Facilitates action Learning Sets on supervision and recording. | April-June | Session notes available. Managers to share supervisions they are proud of monthly to build practice. | as above | 1 Action learning set on recording in April. |
| | Head of Service | Offers further management training to DTM. | 01/06/2020 | Place is booked on course. | as above | 1 coaching session for DTM on recording. options have been shared with DTM. Need choice by May 2022. |
| Audit from October shows views of extended family/absent parents are not consistently in family assessments. Also there is a piece of work across the CHSCP (City and Hackney Safeguarding Partnership) entitled 'invisible men' to boost inclusion. | MANAGERS | QUESTIONS BEING ASKED IN 121. WORKERS TO THINK ABOUT THE WHOLE FAMILY IN EXTENDED SYSTEM. HOS part of 'invisible men' workstream with CHSCP, raising inclusion ideas for men across Partnership | 01-Jun-22 | Supervision notes evidence this. Audit findings show it. 'Invisible Men' workstream plan, once complete, shared with staff. 2 x Action Learning Sets on including men held. | Children know that all their family are seen, and all considered as part of safety planning, whether they be risks/resources. Children are understood in their context. | This is in place. Kept on 2022/23 Tracker as |
| April 2022 Audit on children in need and child protection report due in May. Any recommendations need action. | HoS & Management team | Listens to any audit recommendations/findings and adds to this plan. | 15/05/2022 | A specific audit action plan regarding Child in Need and Child Protection | Children will receive an attuned service, with learning from their stories and experience reflected and acted upon. | Audit in progress - staff have had their meetings with auditors end April. Findings awaited. |


Children in Care and Care Leavers

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| Young People said in March 2022 at their CV and Interview workshop that they would like more opportunities to practice and more help to get the job they want. | HoS | Works with participation service to run CV/interview sessions regularly throughout the year. Invites Prospects to run at least 4 sessions per year, and to offer 121 sessions. | 01/08/2022 | Sessions will have run. Young people will say that they have had support via the CiCC and in their pathway plans. 1 case study on how a young person has used their CV/interview practice to get a job or work experience. | Children will feel more prepared to get a job. Young people will have a job. |  | March 22 - 1 x job and CV session held |
| Our data shows young people not wanting to have any vaccine, not just covid. Important as vaccine histories are unknown and there is a risk of for example measles/polio etc which are unavoidable. | Lead SW for UASC | Arranges workshop for looked after children and care leavers in Summer 2022 (rearranged from Spring) with LAC nurse. | Aug-22 | Attendance list and session notes. At least 20% of attendees have vaccines. | Children will have correct information on vaccines. Children will be vaccinated and safe from preventable harm. |  | |
| Increase in mental ill health in care leavers observed, with two under section of MHA in hospital since January 2022, a big change. | HoS | Reviews two young people's cases. Encourages use of early wellbeing support amongst staff. Identifies more culturally matched mental health support via community sector - for Sudanese young people. | 01-Aug-22 | Paper to CSMT. Sudanese specific mental health support identified and offered. | Children will be able to access support that they will understand and connect with. Children won't need to go into hospital for mental health reasons. |  | |
| Mental health of local children and families is supported. | Head of Service | Extend CoL trainee systemic family therapy clinic programme to 2022-23. Joint project with Kings College London. | 01-May-22 | Contract in Place Care leavers and children in care are shown to have attended the clinic in their quarterly data. One qualitative example of impact of the clinic for a child in care/care leaver presented to CSMT. | Children and parents are able to emotionally manage day to day life better, with therapy being offered in their homes. Excellence in Practice. |  | |
| Young people tell us they are frustrated there is not more choice | HoS | Participates in the Innovation Incubator which will have a focus on | 01-Jul-22 | Departmental Leadership Team has a report on risks/resources. | Children will have somewhere they want to live and are clear about | | |
| 2022/23 Self Assessment to be completed | HoS | To write SEF | 31/08/2022 | SEF in place | Full accountable review of overall service to children and their families. Excellence in Practice |  | |

**Findings from Annual Survey
October 2021**

Note: This section is retained for accountability into 22-23, as the next annual survey will be ready by August 2022

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| CIN/CP | | | | | | |
| 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 Excellence in Practice | All services work together every month for every child NEET in LAC/CL. Vulnerable children's list monthly between EEY and CSC/EH. Virtual School Head supports all children with a social worker. One long term not in school supported across CSC/EEY/VSH |
| Care Leavers | | | | | | |
| 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 Excellence in Practice | 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 | |
| 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 | advocate argued for 1 YP against NTS in December 2021 |
| 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 Excellence in Practice | 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. |

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| | 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. |
| 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. Excellence in Practice |  | as above |
| <u>BLACK LIVES MATTER</u> | | | | | | | |
| Child Q serious case review shows systemic racism causing harm to children. Black children need seeing as children, with safeguarding considered first. | Head of Service | Treats racism as a health and safety issue for black staff. Runs Support Sessions for staff. Culture where staff discuss racism on a daily basis. White staff use the reading group and film club to 'look in the mirror' as well as out of the window on our own racism. Ensures staff attend adultification training by CHSCP. Runs a MACE session on Child Q with CHSCP. Raises profile of drug support for children, and support for children whose parents use substances. | 01-Aug-22 | MACE session minutes evidence work. Team and Senior Management Meeting minutes evidence health and safety approach. Attendance records show 80% staff have attended adultification training in 2022. | Children will receive safeguarding first support. Children will not experience harm from teachers or police or harm from the absence of action by adults. |  | MACE work undertaken. Staff support sessions happened. Recognition that to talk about racism is painful, and to not talk about racism is painful. To provide support and love and care to black staff and children and families. |
| To include children and families in co producing all our strategies. To include children and parents in all our board meetings. | Head of Service | Reviews co production work across Early Help, Child in Need and Child Protection, and across our board work to identify gaps and provide a plan. | Aug-22 | Children and parents voices will be directly heard at the Achieving Excellence Board, in the Early Help Strategy and Short Breaks strategy and a plan will go to Children's Senior Management Team. | Children will be included, and have no service for them without them. |  | At the moment we use videos of children and national research, we can improve. |

