

# Appendix 2: Service Development Plan 2022-23

## Children's Social Care & Early Help

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Date: April 2022

Date of review: 14 September 2022

The Self Evaluation has been updated August 2022 and is appended to this update.

| Why?   | Who?    | Does what?   | By when?                             | How will we know it has been done?  |
|--|---------|--|--------------------------------------|---|
| <b><u>Early Help &amp; Short Breaks</u></b>  |         |  |                                      |   |
| 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 | Third programme starts October 2022. | Accreditation by Race Equality Foundation achieved. Programme attendance sheets completed. Evaluation Report provided to Early Help Sub Committee.              |
| 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. |

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| Identified via Afghan Project Partners  | Afghan Project Lead | Creates and runs parenting in the UK groups                                | April - July 2022 | The weekly timeable listings.<br>Programme Plan created.<br>Attendance logs.   |
| 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.<br>Performance data: number of children/families making enquiries - bi annually                            |
| 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  |
| 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.<br>Short Break offer goes to the SEND board.<br>Short break offer is refreshed and on our website |
| 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.  |

|   |                          |  |               |   |
|---|--------------------------|--|---------------|---|
| 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.   |
| 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   |
| 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. |
| Cost of living crisis   | EH lead                  | Ensures families can access the household support fund   | end Sept 2022 | The financial record held by Tenancy Support evidences spend on families open to Early Help.  |
| Cost of living crisis   | EH lead                  | Participates in a service wide workshop on the cost of living crisis, to generate ideas to benefit families. | 23-Sep-22     | Ideas sheet generated and presented in Early Help update to Early Help Subgroup.  |
|   | EH student               | Attends cost of living and poverty conference to gain ideas and learning.                                    | 13-Oct-22     | EH student will feedback on learning at team meeting In October.  |

### **Children's Social Care**

#### **Children in Need & those in need of protection**

|                         |                 |   |           |  |
|-------------------------|-----------------|---|-----------|--|
| Identified at City Exec | Head of Service | Adds reporting line to police for indecent images generated by school children at the safeguarding education forum. | 01-Nov-22 | Minutes of the Safeguarding Education forum evidence this. |
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| Cost of living crisis   | Head of Service | Facilitates service development session around poverty and cost of   | 23-Sep-22                                      | Ideas sheet generated, and casework evidences ideas in practice   |
| To strengthen our work on neglect   | Head of Service | Is part of the NSPCC GCP2 (neglect tool) implementation with LB Hackney.<br>Ensures Neglect Lead SW becomes a train the trainer for GCP2 implementation. | 01-Dec-22                                      | Graded care profile 2 (NSPCC) is used in casework where neglect may be a feature.   |
| 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.<br>Second by December 2022 | Casenotes evidence liaison between parenting group & social worker. Evaluation Report provided to Achieving Evidence Board with quantitative and qualitative evidence. Report to be provided to Head of Service |
| 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  |
| 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  |

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| 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 |
| Develop CIN/CP work to be outstanding in terms of impact and outcomes.   | Managers                             | Actively include CIN/CP families in Family Therapy Clinic   | Dec-22     | Midway report evidences takeup  |
| 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.  |
|  | 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  |
|  | 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.   |
|  | 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.   |
|  | 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.  |

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|  | Head of Service       | Offers further management training to DTM.  | 01/06/2020 | Place is booked on course.   |
| 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.<br>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.<br>'Invisible Men' workstream plan, once complete, shared with staff.<br>2 x Action Learning Sets on including men held.                      |
| Case Review Summary of findings 30 May 2022 (Audit on children in need and child protection report)<br>The areas needing attention:  | HoS & Management team | Social workers shared that they felt supported by their managers, however this was not evident on files where supervision records had not been uploaded for some time. As in the previous reviews the application of systemic thinking and practice is variable in supervision notes. | 30/09/022  | DTM to have systemic supervision training in Summer 2022, for supporting with thinking and evidencing thinking.<br><br>Weekly tracking of DTM supervision notes until uploads are consistently timely. |

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|                 | <p>Visits continue to take place at appropriate and at expected intervals. Visit write ups would be strengthened by including the plan for direct work. Including the purpose of visits, direct work, and the outcomes/impact of intervention in supervision recordings would evidence application of systemic practice which has been clear and evident when speaking to social workers as part of this review.</p> | 01/12/2022 | <p>The visit template to be updated with 'purpose of visit' heading at the start of the write up to make clear.</p>  |
|                 | <p>Plans would be strengthened by ensuring that outcomes are specific to the child and not a service, by being specific about who is responsible for delivering actions in the plan and particularly where a parent is required to complete an action, so they are clear about the local authority's expectations.</p>   | 01/12/2022 | <p>CIN tracker to look in detail at quality of plans for a three month period.</p> <p>Afghan Project lead to support CIN plan formation and CIN review meeting so parents clear on actions and outcomes.</p> |
| Management Team | <p>Notable improvement in this review in discussion betwas the thinking through exit strategies and great insight into how families could become reliant or dependent on services provided. These discussions are unfortunately not evidenced consistently in supervision records.</p>   | 01/12/2022 | <p>Dip sampling of supervision records. Reminders at Management Hub meetings.</p>  |

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| MASH Health Annual data report 21-22 shows health did not consistently receive strategy meeting minutes. | Mangement Team & Team Support Officer | Shares minutes with attendees within 24 hours of strategy meeting taking place & casenote on file to evidence. | 30/04/2023 | Dip sampling & the MASH Health annual data report will evidence 100% compliance |
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### Children in Care and Care Leavers

|   |                             |                                      |              |   |
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| National Review of residential settings for children with complex needs | Management team & CWD lead. | Contributes to the Quality Assurance | mid Nov 2022 | Report will go in to safeguarding children's partnership. |
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| cost of living crisis | HoS | Runs workshop on cost of living crisis & promotes MyBNK to help budgeting. Reviews finances for care leavers. Uses household support fund where allowed to add more income. | 01/10/2022 | Allowances sheet refreshed and circulated. HSF usage shows care leavers have extra funds. |
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| Increase in number of care leavers becoming parents | Hos | Creates Job Description and Person Specification for new Expert Practitioner role to support care leavers who are NEET, care leavers who are parents and to run support for these categories of vulnerable care leavers. | 30/09/2022 | Person in post |
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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. |
|--|-----|--|------------|--|



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| 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.   |
| 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-Dec-22  | Paper to CSMT. Sudanese specific mental health support identified and offered.  |
| 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<br>Care leavers and children in care are shown to have attended the clinic in their quarterly data.<br>One qualitative example of impact of the clinic for a child in care/care leaver presented to CSMT. |
| Young people tell us they are frustrated there is not more choice of location to live in. There are limited numbers of permanent  | HoS              | Participates in the Innovation Incubator which will have a focus on homes for children and looking across the market to improve.  | 01-Dec-22  | Departmental Leadership Team has a report on risks/resources.<br>HoS attends Innovation Incubator sessions throughout 22-23 to look at  |
| 2022/23 Self Assessment to be completed   | HoS              | To write SEF  | 31/08/2022 | SEF in place  |

**Findings from Annual Survey  
October 2022**

**Note: this section is newly added, as the survey findings came out at end August 2022.**

**Early Help**

|                      |           |                              |                |  |
|----------------------|-----------|------------------------------|----------------|--|
| Feedback from Survey | EH worker | Learns British Sign Language | end March 2023 | Early help worker completes level one British sign language. |
|----------------------|-----------|------------------------------|----------------|--|

**CIN/CP**

|   |                        |   |        |                         |
|---|------------------------|---|--------|-------------------------|
| Parent requested staff use BSL (note interpreters used) | CWD lead social worker | Learns introductory level british sign language | Mar-23 | Completion of programme |
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|---|---------------------|--|------------|------------------------|
| A parent asked for better chairing of CIN meetings and for chair to ask for feedback. | Afghan project lead | Creates a one page guide to chairing a meeting | 23/09/2022 | Page has been created. |
|---|---------------------|--|------------|------------------------|

|   |                     |   |                  |   |
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|   | Afghan project lead | Supports each social worker to prepare for and run CIN meetings over a three week period.   | mid october 2022 | One page report by lead/one minute guide. Each social worker has support in preparing for and chairing the meetings. Feedback from families.  |
| Parents said (amongst good things) they felt judged, crushed, not listened to, slow, were unable to sleep after a visit, that there is no reflective practice, and would be better off without the social worker. | Whole service       | Reflects on parental feedback, uses 121 reflective supervision. Head of Service facilitates session on CIN work.  | Sep-22           | Afghan project lead seeks family feedback after CIN meetings for three week period. Social workers and managers reflect on each of their pieces of CIN work. Increased usage of Mind of My Own. |
|   | social workers      | Direct work should be shared with parents so they have a clear idea of what discussions are taking place with their children and what you are actually doing, parents become anxious when they don't know what is happening behind closed doors especially when speaking to children alone. | Sep-22           | Feedback to Project lead by families.   |
|   | social workers      | Think about how you would feel if a SW visited your home and how you would like to be received by them  | Sep-22           | Feedback to Project lead by families.   |

Think about the Social Graces when visiting families – power dynamics

Sep-22

Supervision notes record reflective discussions.

Pre Plan visits so that you know why you are there as does the family

Sep-22

Each visit write up begins 'purpose of visit' as a heading.

### 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

Pledge awareness

SWs

Staff session. Participation officer.

Dec-21

Pledge session undertaken. CiCC session.

Knowledge of advocacy/complaints

SWs

At PPM/LAC Review/Visits

Nov-21

LAC review minutes record reminder of advocacy/complaints

|                     |     |  |        |   |
|---------------------|-----|--|--------|---|
| 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.  |
|                     | 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 |
| 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.  |

**BLACK LIVES MATTER**

|  |                        |  |                  |   |
|--|------------------------|--|------------------|---|
| <p>Child Q serious case review shows systemic racism causing harm to children. Black children need seeing as children, with safeguarding considered first.</p> | <p>Head of Service</p> | <p>Treats racism as a health and safety issue for black staff.<br/> Runs Support Sessions for staff.<br/> Culture where staff discuss racism on a daily basis.<br/> 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.<br/> Ensures staff attend adultification training by CHSCP.<br/> Runs a MACE session on Child Q with CHSCP.<br/> Raises profile of drug support for children, and support for children whose parents use substances.</p> | <p>01-Aug-22</p> | <p>MACE session minutes evidence work.<br/> Team and Senior Management Meeting minutes evidence health and safety approach.<br/> Attendance records show 80% staff have attended adultification training in 2022.</p> |
| <p>To include children and families in co producing all our strategies. To include children and parents in all our board meetings.</p>                         | <p>Head of Service</p> | <p>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.</p>  | <p>Aug-22</p>    | <p>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.</p>            |

| What will be the experience of children? | RAG rated Comments on progress |
|--|--------------------------------|
|--|--------------------------------|

Children experience their parents responding kindly, more consistently and clearly.

Children's stress levels are reduced as their parental stress is reduced.



Third programme starts soon. Early Help Student and Early Help lead trained to run the programme at start of september, to have back up in running the programme. One case closed to EH after referral to therapy clinic and successful work there.

Children have supervision in the street and are supported with homework, with school and leisure time.

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.

Children with disabilities take part in leisure activities regularly.

Children with disabilities have access to good quality leisure opportunities that their adults can take them to.

Children can share their wishes and feelings and have a sense of control over what happens in the hotel.

2 parenting sessions have been run so far as part of a wider weekly offer. Regular programme will be in place after Ramadan.

Clinics up and running. Staff sickness has meant three sessions have been cancelled.

We have reverted to using bank accounts. The direct payments officer is visiting all families using short breaks with the early help worker to support with payments.

Short break offer is being worked on. New short breaks strategy going to childrens senior management meeting at end September. Updated anti fraud measures in place. Early Help lead is applying for a bid for funding from DFE to improve our offer.

nearly 50 children and young people joined in a views session 7 April. Views taken forward to Afghan Project Group.



Children receive the support they need in the hotel, with friends, with leisure, with school and with health.

Children experience secure, timely well paced early help support. They have a trusted adult.

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.

They will be warm and fed.

They will be warm and fed.

They will be warm and fed.

If children report receiving an indecent image to school, they will have confident teachers working with the police without delay.

update at the early help subgroup on 22 Ssept 2022. Families well supported and with moving on as the hotel closed.

Early Help lead has been in post for three months.

complete - (kept in to retain oversight)

Vouchers have been shared in a joint early help event with City Advice early september. Further funds are being distributed by 23 Sept to CIN families.

Afternoon workshop in place Friday 23 September 2022

EH worker booked on conference with Social Care also.

Added to next forum on 4 October

Children are warm and fed

Children will experience better care at home, or will be moved to a place of safety in good time. They will not experience the corrosive impact of neglectful parenting.

Children experience their parents responding kindly, more consistently and clearly.

Children's privacy and information is respected and proportionately shared.

Children will be able to look back on their records and understand why decisions were made - the decisions will refer to the threshold document.

Planned in away day afternoon. Shared BASW ideas on poverty.

HoS part of the GCP2 implementation group with the Safeguarding Partnership & Hackney. Neglect Lead's name put forward for train the trainer programme.

Our third parenting programme is about to begin. Referrals received.

2 x Action Learning Set on thresholds for managers held. Report on threshold and work on threshold complete. Tested by external consultant.

Threshold document completed, including work on Sudden Infant Death Syndrome (SIDS), as CoL and Hackney have worked together on reducing SUDI over last quarter, following an increase in Hackney's SUDI cases. This needs publishing - as there are formatting glitches.

Children receive timely support at the right level. Children have professionals who communicate clearly and are safer because of trusted adults working together.

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**

Children and families experience an exceptional service, with access to speak with managers.

as above

Children and families experience consistent and timely decision making.

Children and families experience consistent and timely decision making, if staff are on leave or absent.

as above

Review project complete.  
Report on thresholds complete.  
Action learning sets with managers x2 done. Action learning set with social workers undertaken.

in place. CP/CIN families taking up therapy. Clinic contract extended 22-23. Midway data report requested for contract monitoring.

Jan 2022: TOM complete. DTM position is now permanent and postholder in the role permanently.  
complete

timeliness has improved but needs extensive work to keep on top of recording.

as above. Note managers now have their own Action Learning Set on the front door and recording.

1 Action learning set on recording in April.  
1 coaching session for DTM on recording.

as above

DTM is submitting final supervision essay in Sept. Course attended and engaged with over summer.

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 as the 'invisible men' work with the safeguarding partnership continues. Note: we are now offering online triple P parenting programme work to fathers (and mothers), to fit around work schedules.

Children will receive an attuned service, with learning from their stories and experience reflected and acted upon.

Weekly monitoring has supported management practice. However when the tracking ceased for a few weeks, notes were delayed (by a shorter period) in uploading. Weekly tracking to be reinstated September 2022.

children understand what the social worker is visiting for.

Visit template updated. Will need to audit and test ourselves on impact.

Children receive clear support that makes their daily life better.

Afghan project lead is midway through her CIN improvement work. September CIN tracker to delve into quality of plans, as the visits/plans are uptodate.

Children will experience social work input for the right amount of time.



Children will have the right level of support at the right time.

Reminders sent to team support and social workers. Will review.

Children with complex needs are safe and well cared for in residential settings.

IRO leading on this work. VSH will visit our one child with SW for the PEP. SW using reg 44 reports well. Child receiving excellent care.

They will have money for food and heating.

Care leavers will have skills to be able to parent safely.

JE and PS submitted to job evaluation in HR.

Children will feel more prepared to get a job.  
Young people will have a job.

March 22 - 1 x job and CV session held. Connection with prospects & Connecting Communities service following summer holiday programme - leading to employment.

Children will have correct information on vaccines. Children will be vaccinated and safe from preventable harm.



Session completed. Review session will be held, LAC now have a named nurse, who visits 8 weekly to the Guildhall for drop in sessions and info around immunisation.

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 support is being offered. Needs work. The Sudanese charity we are linked with does not offer mental health support - beyond good health promotion via groups.

Children and parents are able to emotionally manage day to day life better, with therapy being offered in their homes.

**Excellence in Practice.**



Children will have somewhere they want to live and are clear about what happens next.

We are now signed up to an accommodation portal which gives more choice. Incubator ends March 2023

Full accountable review of overall service to children and their families.

**Excellence in Practice**



Deaf children and deaf parents will be able to communicate directly with the early help service for straightforward conversations.



Early Help worker is enrolled on 1/2 day per week programme. Note BSL translators and written communication is used alongside.

Deaf children and deaf parents will be able to communicate directly with the social care service for straightforward conversations.

If children are in the meeting, they will experience confident adults. Children's views are gathered well in and for the meeting. Parents will respond to recommendations in the CIN meeting and their children's experience at home will improve.



Social worker is on the programme 1/2 day a week.

Afghan project lead has capacity to support CIN development before contract ends mid November.



as above

children will feel that adults are working together to keep them looked after

children will have confidence in the adults working together. Children will not be torn between adults.



Social workers and managers heard this feedback in team meeting on 7 September, amongst the very glowing feedback. Ideas sought from workers. Session by head of service on 23 September and support by project lead for a three week period.



young people have realistic expectations on housing  
**Excellence in Practice**

children confident in our promises

Young people know how to complain and argue if they disagree



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.

advocate argued for 1 YP against NTS in December 2021

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.

Young people have someone to call if lonely/worried



Not the right service.

culturally appropriate immigration support.  
**Excellence in Practice**



as above

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.

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.