

Appendix 1: Service Development Plan 2023-4

Children's Social Care & Early Help

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 Date of Plan: April 2023
 Date of review: quarterly

The Self Evaluation is underway due for completion
 July 2023
 Audit findings and recommendations due in May
 will be added once received

Why?	Who?	Does what?	By when?	How will we know it has been done?	What will be the experience of children?	RAG rated progress	Comments on progress
Early Help & Short Breaks							
On parent/carer forum request	EH lead	Identifies all the different uses for short breaks money and creates an ideas sheet for parents.	30-Jun-23	The idea sheet, with impact for children of each idea, will be uploaded to our website.	Children will be able to access leisure activities - ones they might not have tried before.	Green	work underway, and will be published on the Family Information Service webiste and shared with the parent/carer forum
On parent/carer forum request	HoS/EH lead	Meets with parents/carers to identify names of children who would want holiday club provision in the City, and those who would like football coaching in the City, and those who would like to use an Islington Activity Centre. Brings a paper to DLT for extra funding	31-Aug-23	provision will be in place for the right number of children	children will be able to access leisure activities close to home. Transport difficulty will not be a barrier to taking up sport.	Yellow	Paper taken to DLT following meeting with parent/carers. It has been difficult to get specific numbers from parents. Follow up with parents needed. (note DFE funding applications for this rejected in 2022 and in 2023)
Developing our response and understanding of neglect.	HoS/EH lead	Writes a paper setting out using the revised GCP2 as a neglect tool, as a pilot for 6 months in the City. June - December 2023 To run GCP2 training across MAPF partners and children's social workers/early help worker	01-Dec-23	Training to have taken place. Update to CSMT with numbers at training, and then in December to update numbers of GCP2 assessments undertaken & impact for children.	Children experiencing neglect will have intervention that helps them and their family sooner.	Yellow	GCP2 has a newer version coming out in June. Training for MAPF partners/children's social care is booked in for late June.
Social Care review	HOS	Reviews the social care review and the suggested merge of early help/child in need work and what that might look like in the City	01-Oct-23	Note: HoS has reviewed where we are with the social care review and timetabled reporting into members (April 2023). Decisions to be made on what works in the City, following a review of the Pilot LAs who are early adopters of the review.	The aim of our 1 early help team and 1 social care service is that relationship based practice where children and families don't have to retell their stories. The planned impact on children of the review is consistency of relationship and timely skilled intervention.	Yellow	It is not clear yet whether moving to a CIN/EH team with a LAC/CL team would be purposeful or workable.

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Appoint permanent EH Lead & SC lead	HOS	Advertises role of SC lead first (note permanent EH lead is acting up in this role).	31-May-23	SC lead in permanent role	Consistent good quality children		
Need identified by parents, recommending the programme to other parents.	EH Lead	Runs Strengthening Families Strengthening Communities Programme. Online or in person.	Dec-23	One page report on the running of either the virtual or the in person programme to CSMT	Children experience their parents responding kindly, more consistently and clearly.		Workers have been trained to facilitate a shorter, online version of the programme.
Staff have observed that white children coming to the early help children have had support services in place at school, whereas black or brown children are coming to early help with emerging need identified.	EH lead	1. Writes up the case examples. 2. Hosts a session on delay for black or brown children with the Mult Agency Forum. 3. Hosts a session with children's social care and early help.	31-Aug-23	MAPF and CSMT will have minutes sharing the case examples.	Black and brown children will have the right help at the right time. There will be a reduction in children being perceived as difficult/with poor behaviour due to any additional needs being identified early.		
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)
Cost of living crisis - the crisis continues to impact children and families	EH lead	Ensures families can access the household support fund. Ensures families are referred to City Advice. Ensures families know about the Green Doctor Service Thinks about cost of living crisis for each family open to EH and any mitigation/support needed	01-Mar-24	The financial record held by Tenancy Support evidences spend on families open to Early Help. The number of families referred to City Advice continues to be good - data checking in place every 3 months. Audits will show evidence of cost of living work with families	They will be warm and fed.		This work is ongoing since the crisis has been ongoing. Good referral rate to City Advice. Good use of household support fund. Work is attuned to financial need.
Service development. Sharing knowledge and skill together.	EH worker	Is lead for listening to children.	01-Mar-24	Lead will have presented to AEB on their work. Colleagues will have extra resources/skills to listen to children.	children will be heard, however they communicate and at whatever age.		EH worker appointed Listening to Children lead in May 2023.

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The social care review made recommendations for changes within social care, after listening to children, families and those involved with services.	HOS	Reviews recommendations and creates a plan for responding	01-May-23	Review of where we are is submitted to the AEB	Children will have the best possible care. More options of better homes. Care leavers/LAC will have a protected characteristic to be at the front of every queue in the City of London Corporation		May: a review of the social care recommendations has been completed. A plan for review of each area devised. We are waiting for the outcome of pilot implementation LAs for a number of areas. Note: this area of work has it's own action plan as it is a very large piece of work. It is appended to this plan.
Service development. Sharing knowledge and skill together.	SWS	Social work leads in place covering these areas: <ol style="list-style-type: none"> 1. Children with Disabilities 2. Unaccompanied Asylum Seeking Children 3. Systemic Practice 4. Voice of child 5. Voices of parents and families 6. Neglect 7. Modern Day Slavery 8. Social care review 	01-May-23	Each worker has presented a one page report on their work to AEB	They will have expert support, children with disabilities will have the right support, opportunities and holiday activities. Children will not be enslaved. Children will secure permanent stay in the UK		UASC/CWD/MDS/systemic roles are well established. MDS will be presenting next at AEB to evidence learning, sharing learning and impact for children. The last AEB heard from the UASC lead - impact of work is that all immigration interviews happened and most YP got permanent stay in the UK

Children in Need & those in need of protection

There has been insufficient demand for parenting programmes via group work. 121 parenting work is undertaken directly by Early Help worker and by one worker in social care. Child in need work would be more effective if workers were more skilled in doing direct work with parents to improve parenting.	TM to decide	1 social worker to train via the Race Equality Foundation parenting programme.	01-Mar-24	Audit Parental feedback Child feedback Update to CSMT	Children will have more confident parents meaning their day to day lives are better.		Note: 1 SW uses the race equality foundation handbook for 121 sessions with families. This work could be strengthened across the service.
The NSPCC has further developed it's identification of neglect tool - called GCP2. A new version comes out in June.	HOS	Writes paper setting out Neglect pilot in the City. GCP2 training mandatory for social workers and managers	end June 2023	Training has happened. Tool used.	Children will be able to play outside, eat regularly, be clean, have trusted adults. Neglect will be swiftly identified and daily life better		Training is set up for staff.

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Cost of living crisis: feedback from City Advice (at PSMT) shows that social care are not referring families for advice/support	Head of Service	Reminders to managers/workers to refer to City Advice. Remind staff that City Advice has access to vouchers and can also help with bills/Household Support Fund	01-Jul-23	City Advice will have evidence that families/young people have referred. Update to CSMT in July 2023 on takeup of help.	Children have food and warmth.		Reminders sent out. Reminder at management meeting to consider referrals in 121s with staff. 3 monthly checks with City Advice diarised.
London Threshold of Need Matrix published Feb 2023 (we contributed to the Pan London Review).	HOS	Takes new matrix to Safeguarding Partnership for approval for use. Inote our ToN document was refreshed last year with SUDI advice - this London wide document is comprehensive and strong)	Jul-23	The new matrix will be published on our website	Children receive the right level of intervention at the right time.		Have requested matrix is approved for use. <u>Threshold Document: Continuum of Help and Support</u> (londonsafeguardingchildrenprocedures.co.uk)
Develop CIN/CP work to be outstanding in terms of impact and outcomes.	Managers	Minutes are shared within 5 days of any family meeting. Team support assist with minute taking. Minutes go to GPs, Health Visitors & School nursing in every case. Expert Practitioner supports staff where manager/staff requests.	Dec-23	Audits show positive progress. Parental feedback on CIN good in August annual survey.	Parents will be confident on the actions to take to improve daily life of child. Child will be safer and healthier.		Minutes routinely done by team support and sent out. Need to develop an automated system re: sending minutes out. Audits for CIN awaited by end May.
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. complete
	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		
	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.		UPDATE:Ofsted focus visit evidences good oversight in CIN/Front door. We have created our first automated CL report. Using that rather than spreadsheets has shown gaps in recording for CL. Work plan in place.
	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.		UPDATE: New evidence of gaps in CL work, with new automated report - we are tweaking the report and now tracking.

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	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. 1 coaching session for DTM on recording.
	Head of Service	Offers further management training to DTM.	complete	Place is booked on course.	as above		course complete
Audit from October 22 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	complete	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.		UPDATE: MACA audit shows men involved in 1 in 3 cases sampled. But contact tracer used for one case and one father is fighting in Ukraine war. Note: we are now offering online triple P parenting programme work to fathers (and mothers), to fit around work schedules.
Case Review Summary of findings 30 May 2022 (Audit on children in need and child protection report) 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.	01/12/2023	DTM to have systemic supervision training in Summer 2022, for supporting with thinking and evidencing thinking.	Children will receive an attuned service, with learning from their stories and experience reflected and acted upon.		UPDATE: audit October showed improvement as did focus visit. An automated supervision tracker is nearing completion following testing
		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.	01/12/2023	The visit template to be updated with 'purpose of visit' heading at the start of the write up to make clear.	children understand what the social worker is visiting for.		

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		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.	01/12/2022	CIN tracker to look in detail at quality of plans for a three month period. Afghan Project lead to support CIN plan formation and CIN review meeting so parents clear on actions and outcomes.	Children receive clear support that makes their daily life better.		UPDATE: Project lead completed CIN review and provided workers and managers' feedback from each CIN meeting. Will add minutes shared to our CIN tracker meeting & hold a session on SMART planning at management meetings in January 2023.
	Management Team	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.	01/12/2023	Dip sampling of supervision records. Reminders at Management Hub meetings.	Children will experience social work input for the right amount of time.		Update: Focus visit found good mangement footprint. CIN work has improved with tracking. Temporary focus on care leaver management notes as noticed slip when doing pathway plan tracking - some 121s late in writing up. Work plan in place.
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	Children will have the right level of support at the right time.		UPDATE: MaSH partners positive and focus visit positive. Will put in a duty review of communication every Friday from 13 Dec.

Children in Care and Care Leavers

To publish refreshed care leaver offer given many improvements have been made since the last version & given adopting the compact, the covenant and the social care review & the national review for CWD.	HOS	Creates a care leaver booklet with the new offers included.	01/10/2023	The offer will be published on the internet. Young people will have links to it via WhatsApp	Young people will know their full range of rights and the support available. Young people having friends/community/relationships/leisure/education/travel		The previous offer, the compact, covenant & social care review offers are now collated. They now need to be made easy to understand and with graphics.
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.	Children with complex needs are safe and well cared for in residential settings.		Update: Report completed and sent to national review. Our YP safe and well cared for. Recommendations followed.

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Care leaver Compact & covenant	HOS	Seeks to Add Care Leavers to the protected equality characteristics locally.	01/12/2023	It will have been added to the care leaver offer online	Children gain housing/employment/services faster.	Yellow	This will need to go to the Court of Common Council
	HOS	To consider care leavers supported by other LAs to have exemption to council tax in the City, if their host LA does not cover the cost. Take as proposal to CSMT with costing.	01/08/2023	as above	as above		
	HOS	Reviews and updates links to covenant and compact for our housing policy.	01/08/2023	as above	as above		
	HOS	Works with procurement and commissioning to test the impact of our Social Value requirement for all our contracts on care leavers	01/12/2023	as above. We have at least 1 young person accessing employment via the Social Value scheme at the corporation.	children gain employment/internships via CoL and our contractors.		
	HOS	Works with VSH & Adult Education Service & prospects to set up bespoke pre employment and employment programmes - to consider teaming up with another LA to creat this offer.	01/10/2023	Plan to be seen at CSMT. We have at least 1 person accessing the bespoke programme in the autumn term.	Children are ready for employment		
	HOS	Seeks funding for 1 year from DLT to provide annual bus passes for all carers.	01/05/2023	paper taken to DLT	children have more freedom to travel for all reasons, without having to ask for funding each time - particularly for college holiday times	Green	DLT approved 1 year bus passes for all 16-25 year old care leavers, TFL are reviewing whether they can run this offer across London. Work is underway individually with each young person to register for a bus pass and pay.
New Ofsted Care Leaver Judgment want want our service to be outstanding for every child	HOS	Uses the care leaver judgment headings for the care leaver offer so we've covered each point well	01/10/2023	Care leaver offer published	Young people will know their full range of rights and the support available. Young people having friends/community/relationships/leisure/education/travel	Blue	
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	01/12/2023	Allowances sheet refreshed and circulated. HSF usage shows care leavers have extra funds.	They will have money for food and heating.	Green	Update: 10% uplift in weekly subsistence approved by Chief Officer, and 10% on top of universal credit for care leavers - in line with inflation.

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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.	01/12/2023	Person in post	Care leavers will have skills to be able to parent safely.		Update: post recruited to has been in post since January 2023. Will provide report on impact in October 2023
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.	01/08/2023	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. Connection with prospects & Connecting Communitiies service following summer holiday programme - leading to employment.
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-23	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.		Update: LAC named nurse has undertaken drop in, next one in early January. 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.
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-23	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.		Update: priority action for January. 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.
Culturally attuned practice	HOS/TS	Ensures welcome bags for looked after children include culturally appropriate hair and skin care products	01-May-23	Products in bags.	They have hair and skin care products that work for them immediately		

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Mental health of local children and families is supported.	Head of Service	Extend CoL trainee systemic family therapy clinic programme to 2023-24 and look at long term contract arrangements. Joint project with Kings College London.	01-Aug-23	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.		Update: the new term has started with a new SW lead being part of it. Contract extended for a further year. Note: lead clinician will continue with the clinic alongside new role as AD in B'gham.
2022/23 Self Assessment to be completed	HoS	To write SEF	31/08/2023	SEF in place	Full accountable review of overall service to children and their families. Excellence in Practice		SEF updates have taken place monthly in preparation for this new year
Findings from Annual Survey October 2022		Retained the findings that need continued grip/oversight. Next Annual Survey in the planning					
Early Help							
Feedback from Survey	EH worker	Learns British Sign Language	end March 2023	Early help worker completes level one British sign language.	Deaf children and deaf parents ill be able to communicate directly with the early help service for straightforward conversations.		Update: programme put back a term. Early Help worker is enrolled on 1/2 day per week programme. Note BSL translators and written communication is used alongside.
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	Deaf children and deaf parents ill be able to communicate directly with the social care service for straightforward conversations.		Update: programme put back a term. Social worker continues on the programme 1/2 day a week.
A parent asked for better chairing of CIN meetings and for chair to ask for feedback.	Expert practitioner	Supports social workers with complex cases at CIN reviews, building on intensive work in autumn term	01/12/2023	Files will evidence input of the expert practitioner. Family feedback will not show frustration with the chairing of CIN meetings	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.		This work is continuing from the Afghan project lead's work in this area.

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	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. Pre Plan visits so that you know why you are there as does the family	Sep-23 Sep-23	Feedback to Project lead by families. Each visit write up begins 'purpose of visit' as a heading.	children will have confidence in the adults working together. Children will be not be torn between adults.		Kept in for oversight by HOS
cost of living	hos	encourages staff to use MyBNK	Dec-23	report on number of young people attending quarterly	confident in managing money		keeping on for continued monitoring of youth
<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.		Update: Child Q work reviewed with management team. MACE work undertaken. Staff support sessions happened. Reconition 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.

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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.	Dec-23	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.	Green	Retained for continuity: this needs more focussed work. Strategies are using national voices, to avoid over surveying our young people. At the moment we use videos of children and national research, we can improve.
Staff development	HOS	Ensures black managers join London networks, join the Leadership in Colour Conference, use the BALI network and access stretching leadership training.	ongoing	Appraisals show stretching training & networking across London.	Children will benefit from having managers who are able to be authentically themselves, and black children will see people who look like them at all levels in the City		
OFSTED FINDINGS 2020 (retained in 2022-23 plan to keep attention)							
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.	Blue	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
Learning from within our service	HOS	Now CIN tracker is working well, add in a focus on SMART tartgets to support the managers in the tracker section.	Mar-23	Casenotes and tracker evidences it.	They will understand their plan, and understand how the adults are working together to make their lives easier and better.	Yellow	Update: newly added
	HOS	Improving writing skills, grammar and analysis so it is consistent across team members.	Jun-23	Managers will report less rewriting/sending back of visits/reports.	They will be able to understand clearly what is written if they come to see their files.	Green	Update: social work practice week writing event attended by all staff, writing well training commissioned and attended. Follow up to be considered

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	HOS	Improving our anti racist practice in our assessments, noticing where black and brown children have not had their needs seen.	Aug-23	EH lead and EH worker to share their good practice with social care - using assessments. EH lead to create case examples - short - to then share and use with our and other services	black and brown children will be 'seen' - workers are curious about the services/assessments that are and are not in place. Children will have less detention/exclusion		