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1	Appendix 1: Service Development Plan 2024-5							
2	Children's Social Care & Early Help							
3	<p>Author: Rachel Talmage Date of Plan: April 2024 Date of review: quarterly Date of this review: first plan</p>							
4	<p>The Self Evaluation completed in September 2023 - the actions for 2024-5 are reflected in this plan for monitoring, update and impact review Audit findings and recommendations from February 2024 have been received, these are all contained in the QA tracker, with overall service actions for CSC/EH contained newly below</p>							
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6	Identified via colleagues in the service:							
7	Deputy Team Manager recruitment HoS - team stability as current postholder is successful in applying for a senior Social worker role with us.		Advertises, interviews and recruits a new Deputy Team Manager. Retains current post holder in Deputy Role until they begin. Induction of deputy team manager.	May-24	DTM in post	Consistent good quality social work supporting them and their family. Support that makes daily life better.		New postholder starts with us on 5 July. At which time the current post holder will move to the senior social worker role, with handover.
8	Pilot group supervision as peer exercise facilitated by the Clinical Lead (newly permanent)	HOS	Creates terms of reference collectively with staff. Runs monthly sessions.	Apr-24	Group supervision summaries on children's files.	Receiving the right support at the right time by highly skilled team of workers.		monthly sessions held and TOR in place.
9	Kinship care - in line with care review - clarity on offer.	HOS	kinship care strategy updated & clear offer approved for 2024.	Oct-24	Strategy in place and information on the family information website	Children thrive in the care of their extended family. Their carer's will know about support and access this.		our offer already matches that required by the care review in terms of funding support. New will be the promotion of the offer and the involvement of th VSH.
10	Young Carer support recommissioned, need to review offer in line with the care review	hos	Review, refresh and approve young carer offer for 2024.	Oct-24	Young carer offer on website.	children have opportunity for play and to be with other children who have caring responsibilities.		current offer in place. Review not yet started.

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11	Our service identified gap - new EH presentations by white families have EHCP in place, new EH presentations for minority children show level of learning need but no EHCP application in place. Also, resident children struggling on transfer to secondary school have had intervention later and later EHCPs awarded.	HoS	Develop clear escalation pathway for these children if not already in place. EH and social workers to seek help from VSH to apply for an EHCP where needed, and to advocate for children and families at school and nursery.	May-24	Monitoring in supervision in respect of individual children. Also reviewing those children with an EHCP who are not receiving any support from Children's Social Care and Early Help. Escalation takes place through SENDIAS when there are any challenges or differences of opinion in relation to support needs. Also weekly meetings take place between Head of Education and Head of Children's Social Care and Early Help to discuss any specific needs/children.	Children will get support as they need it. Minority children who need it will have SALT intervention early and other interventions so this does not lead to the child being seen as naughty or worse.		Successful advocating led to one child having an EHCP assessment. Evidence on other children's files about advocating for SEN support in school.
12	Feedback from Duty workers - police thresholds for sharing PPN too low causing too high a number of records being created on data system not in compliance with GDPR. Question around use of police powers of protection and recording and communicating.	HOS	Joins police and HOS for Quality Assurance and Safeguarding to workshop PPNs (police notifications - In the met Police called merlins). Session to be held on police protection with police trainers.		Minutes of workshops available.	Children and families will not have state intervention/records on file where not needed.		first workshop held. Second in diary.
13	Some of the lead roles need further development.	hos & management team	Reviews the lead role topics and effectiveness	Sep-24	Paper to CSMT	Children get expert support in every area they need		UASC lead/systemic lead/CWD lead/child's voice lead areas work well. The others need more support. This will take place in September with the management team - with the new DTM
14	Audit 2024 service wide recommendations							
15	Add sexual orientation to the personal information tab on mosaic. Auditors found it difficult to quickly see sexual orientation - information on non heterosexual identity included in case summaries - but not heterosexual. Presumption in our system is that heterosexuality is the norm unless stated otherwise.	HOS	Provides a list of sexual orientation descriptors and completes formal request to IT to add sexuality to the person ID tab. To check with performance that this does not affect any performance report coding.	May-24	Section used and in place on mosaic.	Children and parents will not experience a presumption of heterosexuality. Different shapes of family will be a starting point, rather than a nuclear heterosexual family. Children and families will not have to keep 'coming out' to each new professional where the information may or may not be relevant.		Form completed to IT & Alert to performance on reporting. I looks like we can't add into the personal details section, but can include on our case summaries.
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17	Service Level Recommendation from Independent Audit Feb 2024	HoS	Training/ team meeting about the law and practicalities about how to manage a DOLS order. HoS to ensure training is on each worker's appraisal targeted.	Jun-24	Training Log on City People will evidence attendance. Half year review of appraisal will show attendance.	This group of children benefit from skilled and experienced staff to keep them safe.		Refreshed Dols training undertaken by managers so far. Learning used with current children's casework.
18	Recommendation following Audit Feb 2024. Exploration of other family finding services that might be available to support unaccompanied asylum seekers in locating their loved ones	HoS	15/04/24 - The Red Cross is used regularly, recommendations were to be sought at LASC group to see if there are any other options available to use. HOS to follow up with TM as to whether there were any other agencies recommended.	Jun-24	LASC minutes evidence it and using this development plan.	Children and young people will have a better understanding of what attempts have been made to locate their loved ones. Were an outcome is known they can then be supported to emotionally process this whether that be by trying to reestablish contact or through grief support. Young people will be supported to gain some certainty about the lives of their family members and not live with the uncertainty of not knowing what has happened to them.		Red Cross Tracing Service is the one to use. No alternative. This is widely used. We know that young people use their community networks with churches/mosques to find family globally.
19	Aidhour Audit Feb 2024. Strengthen work with young people with sexually harmful behaviours.	HoS	Reviews training offer for workers around Sexually Harmful Behaviour - checks if anything more need to be done?	Jul-24	Training has been offered to workers. Link established with experts in this field.	Understanding of risk and need in families where this is an issue and to be able to provide support whilst being cognisant of risk factors. Confident and skilled workforce to deal with families where this is an issue.		Note for a resident situation we used specialist support and the workers had extra training/supervision. Link with YJS specialist being established. Noting that we work to support and minimise risk whether there is a conviction or not.
20	Recommendation from Independent audit Feb 2024. The service to consider a multi-agency approach to their care leavers (where they consent) so that there is a formal mechanism to support the YP from all the agencies involved.	HoS	Implement a consent form for young people to give agreement to contact other agencies/workers involved to discuss and agree a plan for all to work towards. Roxi to develop.	Jul-24	Consent form in evidence on young people's files.	A person centred approach to helping her, drawing on all resources available in the network.		Template has been designed and shared.

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30	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	Disproportionality session to be held at SEND Programme Board.	01-Sep-24	Minutes evidence focus.	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.		EH lead and HOS presented research at SEND programme board evidencing national issue with slow identification of need and support for minoretised children.
31	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)
32	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-Dec-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.		Retained due to ongoing cost of living crisis. This is consistent practice - will need to keep focus on financial wellbeing and opportunities to expand financial security
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34	Children in Need							
35	Designated Social Care Officer role needs developing further. HoS has the DSCO role as part of remit.	HOS	Joins pan London DSCO network to share ideas and good practice. Joins DMO/DCO & Hackney DSCO to bring about closer working and joint service development. To create a DSCO action plan.	June and March 2025	New guidance and templates for children with disabilities.	children and carers/parents will receive clear confident support that is co ordinated. The professionals know each other and can direct families to each other with ease. Reducing stress of complex system for parents, and therefore children have the support they need in a timely way.		have joined 2 DSCO sessions so far, have collated resources and templates from other boroughs and will review with EH lead and Team Manager Social Care
36	children in care							
37	social workers recognised young people need more support understanding housing and would benefit from workshops	HOS	Facilitates housing sessions with the housing allocations manager, jointly with our new care leaver apprentice.	01-Jun-24	Session held. Notes on each young person who attends' file.	Confidence in understanding housing availability. Support and confidence in waiting, and anxiety reduced.		

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38	strengthening transition and independence preparation	HOS	Strengthens the transition offer and expanding what children are able to do independently in line with their development and capacity. Uses the child in care and care leavers professional development group (quarterly) to do this.	01-Dec-24	Minutes show the offer expanded. Children's case files show extra oversight.	Children will get practice in having age appropriate independence, can make mistakes, learn and grow.		
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40	care leavers							
41	Request from social workers, to strengthen messaging and understanding of our care leaver offer	HOS	runs group work monthly co facilitated by our new care leaver apprentice and head of service	Jul-24	timetable of topics shared with young people for 2024	Care leavers can access and understand the City Corporation's offer and discuss it with senior leader and peers.		
42	Our care leaver offer needed a full rewrite, in line with care leaver covenant and compact and our ambition for our children.	HOS	takes the care leaver offer created with young people and partners through governance routes, and for decision at the DCCS Grand Committee	Jun-24	care leaver offer published on family information service website	as above.		is on agenda for July DCCS Grandcommittee. Draft webpage in design. Audio translations being completed.
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48	The social care review made recommendations for changes within social care, after listening to children, families and those involved with services.	HOS	Ring fenced apprenticeships now in place. Increases take up and breadth of offer (with VSH and adult education and apprenticeships manager)	· Care leavers access apprenticeships thereby improving their employment and life chances.	Care leavers employed at the city.	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		2 of our care leavers offered apprenticeships - one accepted and is in role. One declined as wanted to pursue a career at an airport (note could pursue the travel and tourism apprenticeship here in the city after her college course).
49	OFSTED RECOMMENDATION from ILACS 2020 retained for oversight							
50	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.
51		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

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52		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.
53		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.
54		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.
55		Head of Service	Offers further management training to DTM.	complete	Place is booked on course.	as above		course complete
56	Findings from Annual Survey August 2023 are now tracked in a QA tracker							
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59	BLACK LIVES MATTER & Racism							
60	Child Q serious case review shows systemic racism causing harm to children. Black children need seeing as children, with safeguarding considered first. The Safeguarding Partnership has reviewed the recommendations and impact. Retained on our action plan so that we track how we are meeting the recommendations and keep grip.	Head of Service	Police data on ethnicity re stop and search and strip search to come to MACE. Data to show whether an appropriate adult or parent was present.		MACE session minutes evidence work.	Children will receive safeguarding first support. Children will not experience harm from teachers or police or harm from the absence of action by adults.		

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61	Staff have experienced racism from clients. Need to be safe at work, and need an attuned comprehensive response and care.	Head of Service	Uses the anti racist practice standards in daily practice - evidences this in 121 and on client records along with other managers.	01-Jul-24	Health and safety re: racism made. Staff feel supported - known via 121 and staff surveys.	Minoretised children will have strong advocates in their social worker. Where children or their families are racist to workers, they will understand the impact and will know what behaviour is expected.		Group supervision and 121 used well. Need to look at reporting of racism as health and safety matter - what is the benefit for the worker/service? Noting the form is long and not designed for this kind of harm.
62	To include children and families in co producing all our strategies. To include children and parents in all our board meetings.	Head of Service	Voice of child clear in every meeting - whether that be via direct voice, or by national organisation.		Children and parents voices will be directly heard at the Achieving Excellence Board, in the Early Help Stragegy 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.		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.
63	Staff development	HOS	Continue to be an active member of the SELTP.	· Strong working relationships with SELTP members.	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		Staff attended the last SELTP conference (May) this was valued. Anti racist leadership and supporting minoretised staff discussed and what good looks like explored by facilitators.