

Children's Leadership Development Board

Children's Action Plan Update

May 2021



This presentation provides a summary of the key developments and upcoming work in relation to the areas for improvement as outlined by Ofsted, and in additional areas for development identified by the service.

Where accessible, metrics are provided to chart progress against the measurables set at the time of the Action Plan being finalised in March 2020.

The quality of information sharing and decision making within Strategy Discussions

- **Draft practice protocol on Strategy Discussions** Completed in November 2020, shared and agreed by all partner agencies. **Multi-Agency Strategy Meetings Audit to be completed in May 2021.** Training and Video guidance for practitioners in development first draft due w/e 21/05/21.
- **Working agreements with the police to set out pathways for engaging officers in Strategy Discussion from different service areas.** MPS have proposed to streamline pathways across London through a review of the role of MASH and introduction of a single front door for Police through the referrals desk (time-frame TBC); **MPS to hold Strategy Discussion/ Missing Child Meeting within 24** hours rather than within 72 hours for our children at highest risk of harm when missing.
- **Scope opportunities for co-location of key partner agencies in the Hackney Service Centre HSC, alongside First Access Screening Team (FAST) agree Hackney Education representation in FAST.** Moving towards an effective MASH - recruiting Early Help SRM - development of Early Help Hub (2 staff). Hackney Education MASH Rep has been advertised, deadline for applicants 02/05/21

Metrics Update

June 2020 (25 Audits): Overall practice score: 2.6 (requires improvement)

- 7% inadequate
- 37% requires improvement
- 44% good
- 11% outstanding

July/August 2020 (22 Audits): Overall practice score: 3 (good)

- 27% requires improvement
- 41% good
- 32% outstanding

December 2020 (40 Audits): Overall practice score: 2.7 (requires improvement)

- 40% were rated as requires improvement
- 52.5% were rated as good
- 7.5% were rated as outstanding

→ Police Attendance 100%

→ Health attendance 75% (July/Aug 2020) 70% (December 2020)

A Strategy Discussion Audit is currently underway (May 2021) with the CHSCP.

→ Section 47s resulting in an ICPC
18/19 **28%** / 19/20 **47%** / 20/21 **31%**

→ External commissioning of audits will be undertaken with CHSCP to ensure we have a multi-agency focus to the auditing. Proposed timeframe Q2 2021-2022.

The assessment of the impact for children of living in neglectful environments to inform authoritative and child-centred practice

- **Continue to develop and embed a goal focused, outcome orientated approach to planning for children** Professional Supervision workshops took place in February/ March 2021 c.100 attendees. Quality of plans continue to be audited as part of audit programme; All line managers expected to review the quality of plans as part of new Supervision Framework. Planned audit of quality of supervision records in June 2021
- **Deliver (and evaluate) a training and development programme for all staff on neglect** CHSCP is commissioning a license for **NSPCC Graded Care Profile II** and train the trainer across the partnership including CFS from May 2021
- **Enhance children's participation in creating their plans and expressing their views in decision-making forums for Children in Need (CIN) and Child Protection cases** Guidance has been shared re children's participation in plans; Workshop time pushed back due to priority given to Supervision workshops- plan for workshops now for June to August 2021. Plan is to pilot writing to parents and children in assessments and case notes. Service is exploring approach of other LA's

Metrics

- Due to the cyberattack we are unable to report on the timeliness of updated assessments for Children in Need. These are checked as part of our audit programme and will be closely monitored as part of performance within the new Supervision framework.
- The most recent specific goal-focused plan audit was in November 2020 Child Protection Plans.
 - 42% requires improvement
 - 54% were rated good
 - 4% were rated as outstandingOverall average practice score: 2.8 (requires improvement)
- A generic audit tool for the Children in Need service to undertake routine auditing was developed in April 2021- the tool includes questions around whether plans are goal-focused.
- Length of Assessments <45 days
Dec 20 **81%**, Jan 21 **86%**, Feb 21, **94%**, Mar 21 **96%**
- **Repeat Child Protection Plans at or below statistical neighbour (SN) average** - July 20 **10%**, Aug 20 **10%**, Sept 20 **3%** Statistical Neighbour Average **19%**. Unable to report post September 2020
- Child Protection Plans over 2 years at or below statistical neighbour average
2020/21 to (20/03/21) **11 (4.5%)** children SN Average **5%**
- Child Protection Plans under 3 months at or below statistical neighbour average
2020/21 to (20/03/21) **53 (21%)** Children SN Average **29%**

The quality of assessment and planning for children subject to private fostering arrangements.

- **Review of all current open Private Fostering (PF) cases** All cases reviewed every 6 months. Most recent audit Jan/Feb 2021. Continued evidence of practice improvement, although some areas of ongoing development to achieve consistently good to outstanding outcomes.
- **Update Private Fostering Policy and roll out new case management responsibilities for private fostering arrangements** All but one child now held in the NRPF and Private Fostering Service, concrete steps towards permanency being made with several children - oversight by FISS Assistant Head of Service
- **Develop information letters for parents and carers on the new Private Fostering processes.** all new PF assessments and reviews, supported by new documents explaining the PF processes, info for parents/carers and the approach to PF work is much more consistent.
- **Develop Private Fostering dashboard in QlikSense** Manual dashboard is being maintained in google sheets, in absence of previously developed QlikSense dashboard, which is down due to cyber attack.
- **Awareness Raising.** The **Private Fostering App** is in operation. NRPF & PF team in discussions with Hackney Education about raising awareness of PF regulations through the school admissions process, and opportunities to raise awareness in the Orthodox Jewish community. A [poster](#) designed for public spaces has been distributed via CHSCP (TUSK Briefings).

Metrics

- Bi annual audits of all Private Fostering cases have taken place. Most recent audit February 2021. As of 24th March 2021 there were 12 children in a Private Fostering arrangement and a further 4 in the process of a private fostering assessment.
- PF Dashboard metrics to be provided by Service Area [number of new and total Private Fostering cases, average length of Private Fostering assessment, timeliness of Private Fostering reviews [% within x days etc.]
- February 2021 audit (12 cases) found 10 or 83% of cases were rated as 'good' or 'outstanding', and 2 or 16% were rated as requires improvement. No cases were rated as 'inadequate'. **Average score 3** (good)
- June 2020 audit (9 cases) found 5 or 55% of cases were rated as 'good' or 'outstanding', and 4 or 45% were rated as requires improvement. No cases were rated as 'inadequate'. **Average Score 2.8** (requires improvement)
- Peer Review Day organised by the North London Fostering and Adoption Consortium (NLFAC) in September 2020.
- Update report on PF included as part of the [CFS annual report](#) in September 2020.

The timeliness and effectiveness of pre-proceedings work, including the quality of contingency planning.

- **Permanency Planning reporting embedded into our Qlik Sense data dashboards and reporting systems**, enabling tracking of decision-making processes and that long-term care plans are progressed without delay.
- **Embed new Joint Protocol with the Legal Department to ensure consistency in our legal contribution to Public Law Outline (PLO) and proceedings work, to support high quality decision-making for children.** Protocol in place outlining roles, obligations and escalation policies. Also provides information on timescales and the annual training provided available. Currently under review to incorporate Family Justice Board (FJB) best practice guidance to be disseminated to staff. New Court Tracker in place from 01/05/21. Regular meetings with Legal Service.
- CAFCASS have provided key data to help track the progress and outcomes of proceedings effectively as well as access key Court Orders made with regard to children's permanence.
- **Produce Public Law Outline (PLO) practice guidance for staff to improve consistency and effectiveness** currently being revised in line with FJB Guidance.

Metrics

- **Permanency Planning reporting embedded into our Qlik Sense data dashboards and reporting systems**, enabling tracking of decision-making processes and that long-term care plans are progressed without delay. **Dashboard unavailable since the cyber attack. Revised Manual Court Tracker Spreadsheet in operation**
- **PLO Case Review Day** took place in February 2020. A Repeat PLO audit took place in June 2020 (12 cases). A follow up PLO audit had been planned for November but was postponed. An audit on PLO took place in March 2021.
- **A reduction in the % of children subject to pre-proceedings for longer than 3 months** **Appropriate data metric to be agreed with MISA/CFS - i.e. 3 months vs. 18 weeks**

The welfare of children who are missing education (CME) or who are home educated is safeguarded

All actions completed between June 2020 and November 2020

- Develop the **structure for a bi-annual teaching and learning forum to support parents** in securing positive outcomes for children and young people.
- **Develop protocol to set out our approach to foster improved relationships with the Orthodox Jewish community** to establish whether or not children and young people are electively home educated.
- Launch of **updated Elective Home Education (EHE) policy with schools in July**. Public campaign (November) - includes settings within the Orthodox Jewish community.
- Redesign of **Elective Home Education assessment framework** in accordance with statutory guidance.
- A cross service / multi agency protocol to unregistered settings, has been live since the start of September 2020.

Metrics

- 136 EHE Assessments were carried out from April 20-March 21. The new assessment framework started in July. 87% were assessed as suitable, 9% were assessed as requiring improvement and 4% were deemed unsuitable.
- Following an EHE Assessment satisfaction survey since the refreshed offer in July 2020. **58%** of parents responded to the survey. **87%** of returns found the service to be good or excellent, remaining **13%** rating the service as satisfactory. No parent rated the support, advice and guidance received unsatisfactory or poor.
- Hackney Education's EHE Assessment Framework in place since July 2020 and fully embedded within the service. A recent internal audit of the service had no recommendations
- A significant reduction in the number of families awaiting suitability assessments. Currently, **89.4% of assessments are completed within a 12 week period** - impacted by a significant growth in new EHE families since September 2020 as a result of the pandemic. **98% of assessments involved sight of and a conversation** with the child. Where unable or prevented from seeing a child, the outcome of the assessment is that education was deemed unsuitable.
- **54%** of those with an EHCP have had an annual review, however, we are working with colleagues in SEND to ensure a more streamlined and efficient response that will speed up the Annual Review Process.

The effectiveness of management oversight by leaders and managers at all levels.

- **Review and strengthen the support and development offer available for Consultant Social Workers (CSW) and Practice Development Managers (PDMs) including induction.** Realignment of roles and responsibilities key plank of Hackney Model Review Induction process refreshed and updated, **highlighting Systemic training.** The **New Managers' Handbook** is in place providing relevant management guidance and information (to be reviewed in June 2021).
- New **Monthly Managers Meetings** in FISS since September 2020 - to be adapted into an **Action Learning Set** for new managers across the service.
- **Constructing a professional development programme on professional challenge for all staff**, including challenge to partners. Supervision workshops run attended by over 100 managers. Training offered on Curiosity and Constructive Challenge Training available April to June 2021;.
- Introduction of **Quarterly Children and Young People Case Summary Form** increasing management oversight of individual cases.
- **Multi-agency audits of quality of partnership information** to CP Conferences in process; active dialogue with partner agencies about roles and responsibilities through Front Door, Early Help Reviews, Development of MASH and through CHSCP; Audit of Supervision Records planned for June 2021.
- Introduction of **DQIP (Driving Quality Improvement and Performance)** framework, increasing management oversight to go live in June 2021

Metrics

- Work underway to **assess that average caseloads** are in line with our agreed levels and will consider best practice from statistical neighbours and other 'Outstanding' local authorities.
- Direct observations of the quality of practice by leadership team - **Learning Visits Pilots** to be revisited/launched later in the year TBC
- Audits to review consistency in quality of overall practice quarterly by service area to include **case supervision audits** and **case summary data** and outcomes for children - included in 2021/22 audits forward plan.

The effectiveness of the Quality Assurance Framework in driving practice improvement

- **Quality Assurance (QA) Strategy to be revised Driving Quality Improvement and Performance (DQIP) Framework** will be going live in June 2021; **Workforce Development Strategy** and **Action Plan** is being updated May to June 2021; **Quality Assurance Strategy** also to be updated May to June 2021.
- Revise Terms of reference for the **Performance and Practice Oversight Group (PAPOG)** to ensure that this forum is effectively overseeing quality. PAPOG will be transforming into the monthly Driving Quality and Improvement in Performance Meeting in June 2021 to enable a systematic sharing up through the system best practice and practice challenges including in respect of performance data, audit findings, workforce, quality of practice and analysis
- **The development of Practice Guidance** including Working with Fathers and male carers, Child Sexual Abuse, Safeguarding Disabled Children and Neglect. Refreshed **CFS Practice Standards** will be relaunched in June 2021.
- **Further develop and embed refreshed Practice Standards** existing knowledge was tested through recent Supervision Workshops. The emphasis is now placed upon line manager responsibility to ensure practitioners know and are practising in accordance with agreed Practice Standards; **Anti-Racist Practice Standards** are in development as part of Working Group 2 for the Anti-racist action plan.
- **Develop programme of commissioned 'external expert' audits** Timeframe for commissioning external audits is to be agreed with Director and Professional Advisor to CHSCP

Metrics

- Commission external review of implementation of revised Quality Assurance Strategy and Framework **DQIP** - Autumn 2021
- Thematic audits of children in specific circumstances to confirm if practice is consistently in accordance with Practice Standards. Detailed in 2021/22 Audit Forward Plan.
- Dip Sampling of Professional Supervision taking place in May/June 2021
- Performance metrics to be agreed and monitored on a monthly basis.

Planning for vulnerable adolescents (1)

- **Safety planning workshops for practitioners** Audit in respect of safety planning for children at risk of extra-familial harm to be timetabled.
- **Safety planning workshops for practitioners to be delivered led by Children's Rights Officers (CRO) to support staff in co-producing and reviewing safety plans with young people.** Safety planning workshops have been recorded for online delivery. CRO's offer 1:1 case consultations on safety planning with young people. Discussions continue with CIU to ensure services and advice is consistent. Workshops to be further promoted as part of Action Plan from SCR Child C as mandatory for all units to attend.
- **Recording of Missing Episodes/ Return Home Interviews.** A Google spreadsheet developed in December 2020 is updated by Service Managers with support from Children's Rights to ensure there awareness of which children are missing at any time and whether a Missing Child Record, discussions with Police, and Return Home Interviews are being completed.

Metrics

- In 2019/20 in 66% of missing episodes it was evidenced that children were offered a Independent Return Home Interview (IRHI) **28%** accepted this offer. **47%** of interviews were undertaken within 72 hours of the young person returning from being missing. This increased to **55%** of IRHI's being completed within 72 hours of receiving consent from a young person to take part in a return home interview. This data does not capture those RHI's being undertaken by other workers where they may be recorded in casenotes or visits. **April to Oct 2020 data in the process of being collated - no data post 11/10/21 due to Cyber Attack.**
- An Extra Familial Risk Audit in Autumn 2020 found that the threshold decision for a Child in Need Plan appropriate in the vast majority of cases; Further work required to upskill practitioners in assessing peer group context and developing intervention plan responding to risk in the peer context.

Planning for vulnerable adolescents (2)

- **Integrated Gangs Unit (IGU) have been effectively engaged.** The Context Intervention Unit (CIU) liaises closely with the IGU regarding individual cases and contexts of concern and IGU participation in the EFRP (Extra Familial Risk Panel) process is largely positive. CIU has provided input for use in the IGU protocol being developed.
- **Leadership plan for embedding Contextual Safeguarding by each service area with support from Context Intervention Unit (CIU) Team.** This is to be refreshed using a Systems Review event for CFS and partner agencies, facilitated by University of Bedfordshire, on 12/05/2021.
- **Audit of cases where we have concerns around extra-familial harm and where we need to use contextual safeguarding approaches.** Following six months of CIU being operational, an audit exercise of children supported on Child in Need and Child Protection Plans where extra-familial risk is a factor by the Service Manager Practice Development Group is scheduled to take place in July 2021 and findings to be shared with CFMG August 2021. These findings will inform the evaluation of Contextual Safeguarding embedding.

Engagement of children and young people in their individual care planning (1)

- **Ensuring assessments/care plans are updated in response to significant change of circumstances.** A separate Care Plan Document has been created to enable updates following any significant changes in circumstances which was created on Mosaic. A Google form equivalent was created for the Interim Social Care Database in February 2021
- **Consistent Independent Reviewing Officers (IRO) escalation in response to concerns when plans do not progress in line with children's wishes.** Standard escalation templates created to clarify what issue is being escalated and that a solution is required. Implementation of Mid-point oversight from April 2021 provides a more consistent approach from all Chairs in all cases, to be monitored through the new Case Supervision template.
- **Develop protocol to increase children's participation in foster carers' and connected persons annual reviews.** Fostering SM developed a protocol for ensuring children's views are included in Foster Carer Annual Reviews- progress against this will be monitored by the Fostering IRO
- **Pathway Plans are co-created with young people** The Pathway Plan Google Form was updated in April 2021 with an additional comment box for young people's views. Practitioners have been directed to comment explicitly on the efforts they have made to engage young people where they are struggling to do so. An audit of Pathway Plans completed in last 6 weeks will be undertaken in May 2021.

Working for every child

Metrics

- **Audit of Pathway Plans May 2021 to compare to June 2020**
- **Monitoring of children's views in annual reviews for foster carers and connected person carers and feedback from Fostering Independent Reviewing Officers (IRO) to Corporate Parenting Management meeting in April 2020**
- **Monitoring number of young people attending the Junior Hackney of Tomorrow**
- **Monitoring our engagement of Hackney of Tomorrow in discussions and meetings with senior leaders and Members**

 Hackney

Engagement of children and young people in their individual care planning (2)

- **Increase awareness of children in care about their rights and access to support, throughout their involvement with our services.** Physical copies of all leaflets relating to coming into, and being in care will be dispatched in mid May 2021 to all children in care. The Senior Group (17-21) of Hackney of Tomorrow are developing a booklet for care leavers on the Housing Pathway, mapping out Hackney's offer for Care Leavers post 18. To be uploaded to the app and a copy posted out to all care leavers.
- **Increase participation of younger children in Hackney of Tomorrow (Hackney's Children in Care Council).** A Junior Group (for those aged 10 - 16) was established in May 2020. Seven young people attend regularly - not as well attended as the Senior or UASC group (average attendance 13 young people). Recruitment has been affected by Covid. The Participation Officer is to attend a Virtual School trip in June 2021 with the aim of increasing recruitment. Further activities are planned as lockdown restrictions ease.
- **Increase opportunities for Hackney of Tomorrow (Hackney's Children in Care Council) to speak directly to senior leaders and Members on a range of issues** Hackney of Tomorrow deliver a presentation at the beginning of every Corporate Parenting Board. Elected Councillors regularly attend their meetings, Councillor Bramble and Members of Corporate Parenting also engage with HoT on particular pieces of work e.g. around commissioning of care providers, fostering or placement stability work.

Working for every child

