

London Borough of Hackney **Children's Action Plan**

June 2020



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Foreword

We write this introduction during the third month of 'lockdown' as a result of Covid-19. Our residents have never needed our services more, and we're incredibly proud of how the Council and our public sector partners and volunteers in Hackney are responding to the pressures they are facing.

The crisis has shone a light on some of the vital services that councils like ours carry out every day. Supporting vulnerable children is one of the most important responsibilities we have as a Council, and despite the challenges we currently face, we are more determined than ever to make sure we are providing the services our children need and deserve.

Following our Ofsted inspection at the end of last year, we set out our aspiration that services will perform at a level that would be judged 'good' within one year and 'outstanding' within two years. It's an ambitious target but one which the whole Council is committed to. We are clear that this will require renewed and consistent political leadership, and that every service within the Council has to take responsibility and work together to reach this goal.



We have worked with our staff and partners to produce an action plan to bring about quick and sustainable improvements. We have held a number of workshops, invited written feedback and received valuable input from staff on the frontline that has shaped this plan. The action plan is a shared commitment across all partners, and sets out the actions that we are taking to address not just the findings in the Ofsted inspection report, but to go further to reach outstanding and ensure that these services deliver for the most at risk in the borough.

The political leadership of the Council is continuing to shape and lead this work, overseeing and reflecting on what we as a Council do well and where we need to improve; ensuring that the most vulnerable in the borough are at the heart of everything that we do. There is also a firm focus on equalities and disabilities throughout this plan, with an even deeper commitment to improve services and outcomes for families and disabled young people.

Clear governance arrangements to monitor progress against the action plan have been put in place, including a senior officer board, chaired by the Chief Executive, and a Member-led board, co-chaired by us both. As a Council, we will continue to focus on consistently

providing highly effective support and intervention to the children and families that use our services to ensure we deliver the best outcomes for children and young people in Hackney.

We have already made significant progress in improving some of the areas of practice identified as requiring attention by Ofsted, including strengthening oversight and processes in relation to children living in private fostering arrangements, improving the effectiveness of pre-proceedings work, and working with partner agencies to agree clear expectations in relation to strategy discussions. The action plan outlines how we are addressing all areas for development identified in the Ofsted report. In doing so we continue to build on the considerable areas of strength and good practice that were also identified by Ofsted to ensure that practice is consistently good across all areas of the service.

The action plan sets out a timeframe for all of this work. The original dates have been reviewed to take into account the impact of Covid-19 and resulting pressures on the service to make sure they can be thoroughly implemented. The timeframes stipulated will be reviewed and updated periodically to ensure these are an

accurate reflection of our accomplishments and developments in the service. This plan will be updated on a regular basis along with associated performance indicators, creating a clear framework for quarterly public updates on our progress on delivering this action plan alongside regular briefings to scrutiny and the annual report to Full Council.

Finally, we'd like to take this opportunity to thank the Council staff and partners who have contributed to this plan. The way they have approached it demonstrates how seriously we are all taking this, and how determined we are to do our very best for Hackney's children, young people and families.

**Mayor Philip Glanville and
Deputy Mayor Cllr Anntoinette Bramble**



RECOMMENDATION 1

The quality of information- sharing and decision-making within Strategy Discussions

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?	WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?	TIMESCALE FOR DELIVERY	WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?	TIMESCALE FOR DELIVERY	HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?
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- At the point there is reasonable cause to suspect that a child is suffering or likely to suffer significant harm, their case is brought to a multi-agency Strategy Discussion.
- In which all appropriate partners share relevant information known to them, in order to agree a shared plan of action which increases safety for the child whilst further assessments take place.

R1.1 Update, implement and embed local practice guidance on Strategy Discussions to include information about mutually agreed expectations with police, health and other multi-agency partners around appropriate levels of participation and information sharing. This is to ensure that all decisions made within Strategy Discussions are attuned to the child's individual needs and informed by key information about the child and the circumstances of their family and significant others.

June 2020

R1.2 Implement working agreements with the police to set out pathways for engaging officers in Strategy Discussion from different service areas. With a specific focus on children at risk of domestic abuse and extra-familial risk, this will ensure timely decision making and a coordinated partnership response for all types of abuse.

Complete
December 2019

R1.3 Deliver targeted joint training and development sessions for relevant practitioners in relation to roles and expectations at Strategy Discussions in order that all children receive a consistent response.

June 2020

R1.4 Scope opportunities for co-location of key partner agencies in the Hackney Service Centre, alongside First Access Screening Team, and improvements in ICT facilities to enable more effective multi-agency information sharing through Strategy Discussions and other face-to-face contact (either in person or remotely via video conferencing facilities).

June 2020

R1.5 Agree and action Hackney Learning Trust representation in First Access and Screening Team to strengthen the input of education in Strategy Discussions and decision-making and ensure that information held by schools is fully considered.

September 2020

- Monthly data reports consistently show:
 - 100 % of Strategy Discussions include Police colleagues.
 - At least 75 % of Strategy Discussions include Health colleagues.
 - An increase in the % of S47s that result in Initial Child Protection Conference, in line with statistical neighbour and national averages.
- Bi-monthly dip sample of the quality of information sharing in Strategy Discussions - at least 90 % of cases are rated 'good' or better and 0 % are rated 'inadequate'.
- Externally commissioned audit of Strategy Discussions to scrutinise the effectiveness of our partnership contributions - at least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.



RECOMMENDATION 2

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

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- All planning for children in need of help and protection, which is undertaken collaboratively with families, is child focused and informed by research and professional understanding of the impact of abuse and neglect on children.
- The right support is offered to children and their networks to support parents and carers to make the changes their children need to experience.
- It is always clear for families what needs to happen, by when, if things do not change for children.
- Risks and protective factors for children are regularly re-evaluated. In doing so practitioners are always mindful of the cumulative effect of neglect on children's long-term well being and pay explicit attention to parental capacity to change and the support needed to achieve this.
- Where change does not happen within a timescale appropriate for the child, timely action is taken to escalate the level of intervention, ensuring that families understand what actions are being taken and why and are offered every opportunity to remain engaged in the on-going planning for their child.

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R2.1 Continue to develop and embed a goal focused, outcome orientated approach to planning for children, to ensure that children, families and their networks are clear about what professionals are worried about, what changes are needed in children's day-to-day experiences, by when, and what actions professionals may need to take if change is not achieved.

R2.2 Deliver (and evaluate) a training and development programme for all staff on neglect, in order to promote understanding of the cumulative impact on children of neglect. To include the following areas of focus:

- Messages from research on the impact on children of neglect;
- The importance of chronologies in identifying patterns in family functioning over time.
- Embedding practice guidance around analysis of parental capacity to change, which includes the use of standardised measurement tools to track change over time;
- Assessing the needs of pre-verbal children in the context of neglect e.g. through observation.

TIMESCALE FOR DELIVERY

Complete
May 2020

July 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R2.3 Define expectation and processes for re-assessments and ensure that all re-assessments of children include an analysis of risks, strengths and protective factors over time and the cumulative impact of harm to children, in order to make the most appropriate plans to ensure their safety and wellbeing.

R2.4 Enhance children's participation in creating their plans and expressing their views in decision-making forums for Children in Need and Child Protection cases to include:

- ii) Child Protection Advocacy to go live for all school age children with review after 3 months.
- ii) Workshops and guidance to Units on direct conversations with children about their daily lived experiences and views about our concerns.



TIMESCALE FOR DELIVERY

July 2020

March 2020

June 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Bi-annual audits of Goal Focused Plans and child centred decision making in all formats - at least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.
- Audit of the quality of routine management oversight of longer-term cases at key trigger points - at least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.
- Case Review Day on Neglect and Parental Capacity to Change.
- Audit of repeat assessments - at least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.
- Audit of Child Protection Plans and Child in Need Plans to identify how children's views are being shared and considered as part of the plan - at least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.
- Monthly data reports consistently show:
 - Reduction in average length of assessment.
 - Reduction in average length of Child in Need Plans.
 - Repeat Child Protection Plans at or below statistical neighbour average.
 - Child Protection Plans over 2 years at or below statistical neighbour average.
 - Child Protection Plans under 3 months at or below statistical neighbour average.

RECOMMENDATION 3

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

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- The safety and well-being of all children living in private fostering arrangements is assured through robust assessments and reassessments of their carers' ability to meet their needs.



WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R3.1 Review all current open Private Fostering cases to identify any immediate actions required to ensure the safety and well-being of children in these arrangements.

R3.2 Update Private Fostering Policy and roll out new case management responsibilities for private fostering arrangements, to promote consistently high quality practice in safeguarding children in private fostering arrangements.

R3.3 Develop information letters for parents and carers on the new Private Fostering processes, to ensure they are aware of what we do and why to ensure children in private fostering arrangements are safe and well.

R3.4 Update Private Fostering Policy and implement new case management responsibilities for private fostering arrangements, to promote consistently high quality practice in safeguarding children in private fostering arrangements.

TIMESCALE FOR DELIVERY

Complete
Jan 2020

Complete
March 2020

Complete
April 2020

Complete
Feb 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R3.5 Develop Private Fostering dashboard in QlikSense to provide real-time management information on Private Fostering cases.

R3.6 Actively promote the launch of the City and Hackney Safeguarding Children Partnership Private Fostering App within Hackney Children and Families Service and across the partnership to increase awareness and knowledge of roles and responsibilities.

R3.7 Work alongside partner boroughs in the North London Consortium to further develop publicity materials and activities relevant across the consortium, to increase public awareness of the local authority's roles and responsibilities in assessing and monitoring the safety of children in private fostering arrangements.

TIMESCALE FOR DELIVERY

July 2020

June 2020

July 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Monthly review of performance management information - number of new and total Private Fostering cases, average length of Private Fostering assessment, timeliness of Private Fostering reviews.
- Bi-annual reviews of all children in Private Fostering Cohort by No Recourse to Public Funds and Private Fostering Team Service Manager - at least 90 % of cases are rated 'good' or better and 0 % are rated 'inadequate'.
- Annual Report to City and Hackney Safeguarding Partnership on private fostering.
- Peer Review on Private Fostering to be undertaken within the North London Consortium - Autumn 2020.

RECOMMENDATION 4

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

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- When positive changes to a child's day-to-day experiences are not being achieved through a Child Protective Plan, in a timeframe that is appropriate to the child's age, development and need, planning is escalated to a legal framework.
- Within the Public Law Outline process, we seek to work in partnership with families to keep children together with their parents, as long as it is safe to do so. However, in parallel we will work with families to explore alternative options for their long-term care, within and outside their family networks. This - alongside ensuring all appropriate assessments and interventions are pursued during the Public Law Outline process - means the period of uncertainty children face about their future care arrangements is minimised, if and when their cases escalate to care proceedings.
- Any parallel planning for the child undertaken within pre-proceedings will be informed by the views and knowledge of the independent child protection chair (who will have the dual role of becoming the child's Independent Reviewing Officer if the child becomes looked after), to ensure that the long-term interests of the child are considered.

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R4.1 Develop and implement new information leaflets for parents on the Public Law Outline process, to ensure they fully understand the process from the start, including all potential outcomes, including the possibility of their children being permanently removed from their care, and the steps we will take to parallel plan with them and their families should permanent separation be necessary.

R4.2 Develop a new contingency section in Public Law Outline minute template on the case recording system (Mosaic) to ensure that parallel planning for children is clearly discussed and recorded in all Public Law Outline meetings with parents and legal representatives, to ensure alternative options to children remaining safely with their parents in the long-term are always explored in a transparent and timely way.

R4.3 Introduce a process for Permanency Planning Meetings chaired by the Head of Service for the Family Intervention and Support Service, to take place for children within the Public Law Outline process, to ensure that children's long-term permanency is considered at the earliest available opportunity. Child Protection Chairs to be invited to contribute to these meetings.

TIMESCALE FOR DELIVERY

Complete
Nov 2019

Complete
Nov 2020

Complete
Jan 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R4.4 Permanency Planning reporting to be developed in Mosaic and QlikSense data dashboards and reporting systems to be developed to enable tracking of decision-making processes from the Children's Resource Panel, through Public Law Outline, to the conclusion of care proceedings and permanency, to help managers ensure decisions about children's long-term care plans are progressed without delay.

R4.5 Re-draft of Public Law Outline letter template, to improve clarity of information for parents about concerns for their children, what they need to do now and contingency planning.

R4.6 Produce Public Law Outline practice guidance for staff to improve consistency and effectiveness of the process.

R4.7 Introduce an offer of advocacy from Children's Rights Officers to all children in Public Law Outline, to help ensure that children's voices are strongly represented in the Public Law Outline process and their needs remain at the centre of decision-making.

R4.8 Embed new Joint Protocol with the Legal Department to ensure consistency in our legal contribution to Public Law Outline and proceedings work, to support high quality decision-making for children.

TIMESCALE FOR DELIVERY

June 2020

Complete
Dec 2019

Complete
March 2020

Complete
March 2020

June 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Live management information about cases operating within a legal framework tracked through QlikSense - from March 2020.
- Public Law Outline Case Review Day in Feb 2020.
- Follow up audits to be undertaken in June 2020, with consideration to commissioning external or peer review as part of this process - at least 90 % of cases are rated 'good' or better and 0 % are rated 'inadequate'.
- Monthly data reports consistently show:
 - A reduction in the % of children subject to pre-proceedings for longer than 3 months.



RECOMMENDATION 5

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

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- Demands of the new Elective Home Education guidance & changes to legislation met, with clear and accessible advice and guidance available for parents & carers.
- Processes in place to register and monitor Elective Home Education referral and application rates.
- Operational aspects of the 'suitability of education' assessments being met consistently.
- Processes in place to manage impact on pupil placement in light of the closure of registered Independent School(s) and the ongoing identification of unregistered settings.
- Checks on children (including vulnerable children) de-registered from mainstream school are timely & robust.

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R5.1 Develop the structure for bi-annual teaching and learning forum to support parents in securing positive outcomes for children and young people.

R5.2 (i) 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.

(ii) Protocol to set out procedure if concerns emerge about safety and wellbeing of children and young people.

R5.3 Review & update Elective Home Education policy. Launch revised policy alongside information campaign to both public, schools and professionals.

R5.4 Redesign Elective Home Education assessment framework in accordance with statutory guidance, in order to annually assess the quality of Elective Home Education teaching and learning.

TIMESCALE FOR DELIVERY

Nov 2020

Sept 2020

June 2020

June 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R5.5 Improve processes across the Council to ensure a more effective cross service/multi agency approach to unregistered settings as soon as these are identified, ensuring children attending these settings are safeguarded and attending appropriate education.



TIMESCALE FOR DELIVERY

July 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Feedback from children and families on their experience of the quality of the service provided.
 - 70% of parents/carers educating their child(ren) at home report that the information provided by staff, supports teaching, learning and outcomes of children and young people.
- Elective Home Education assessment framework in place and being used by qualified staff to ensure all assessments are consistent and of high quality.
- Monthly data reports consistently show:
 - Reduction in number of children awaiting a suitability assessment once identified as Electively Home Educated.
 - All suitability assessments are completed within three months of notification.
 - All suitability assessments involve sight of and conversation with the pupil.
 - All Electively Home Educated children with an education, health and care plan receive an annual review of their plan.

RECOMMENDATION 6

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

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- Effective leadership at all levels of the organisation ensures improved outcomes for children through high quality and timely decision-making.
- Practice that is not of the required standard - either in individual cases or systemically - is appropriately identified and challenged by frontline and senior managers. This includes offering sufficient challenge to multi-agency partners where appropriate.
- Where practice that is not of the required standard is identified, timely action is taken to understand, learn from and take remedial action to address this, both for individual children and systemically.



WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R6a.1 Scope and review Senior Management resource to ensure that there is sufficient capacity to provide effective oversight of children and families cases and to ensure that practitioners and unit leaders are effectively supported to meet children's needs.

R6a.2 Undertake initial scoping of practitioner and frontline manager capacity to respond to the immediate workload pressures identified and ensure effective support and intervention to families.

R6a.3 Scope and review longer term practitioner and frontline manager capacity, approach and priorities within Children's Social Care to ensure staff are supported to do skilled, direct work with children and families and to ensure that units are structured to support best practice in working with children and families. To include benchmarking with Practice and Finance colleagues in other local authorities.

R6a.4 Clarify respective roles and responsibilities for all positions in the management structure, particularly with respect to strategic development and service-wide practice improvement.

TIMESCALE FOR DELIVERY

Complete
Dec 2019

Complete
Jan 2020

Sept 2020

Sept 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

R6a.5 Introduce a system for regular audits of the quality of management oversight at key points in case management on Mosaic (including peer audits) to promote consistent drive and progress in meeting children's needs.

R6a.6 Review and strengthen the support and development offer available for Consultant Social Workers and Practice Development Managers including through the induction programme.

R6a.7 Deliver systemic leadership programme for the senior leadership team to ensure that a consistent practice leadership approach is established and embedded.

R6a.8 Construct a professional development programme on professional challenge for all staff, including challenge to partners. This will be delivered through workshops, training and live observations to achieve cultural change with respect to challenge and escalation and working effectively with multiple professional perspectives.

TIMESCALE FOR DELIVERY

June 2020

June 2020

June 2020 to
February 2021

July 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- External scrutiny of the effectiveness of senior management and leadership.
- Monthly data reports consistently show:
 - Average caseloads are in line with our agreed levels (which will be informed by the review which will consider best practice from statistical neighbours and other LAs).
- Feedback from children and families on their experience of the quality of practice.
- Direct observations of the quality of practice by leadership team.
- Audits to review consistency in quality of practice and outcomes for children - at least 90% of cases are rated 'good' or better and 0% are rated 'inadequate'.
- Evidence of effective professional challenge where required identified through audit programme and in partnership work.

RECOMMENDATION 6

b. The effectiveness of the Quality Assurance Framework in driving practice improvement

TIMESCALE FOR DELIVERY
 Rated level of impact of Covid-19 on original intended timeframes
 R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- Improved outcomes for children are driven by an effective and well coordinated learning and improvement cycle, involving managers at all levels.
- Access to timely analysis of performance data enables managers to effectively identify and respond to trends and needs for children.
- Triangulation of all qualitative and quantitative information ensures an effective understanding of strengths and areas for practice development and targeted responses are implemented to ensure that the needs of children are met.

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

- R6b.1** Quality Assurance Strategy to be revised on the basis of a self evaluation completed in Jan 2020, with action plan implemented to include revision to the audit programme, learning from complaints and compliments, family feedback, feedback loops from staff surveys, exit interviews and focus groups, the connection between quality assurance and priorities within the Workforce Development Strategy and development of a robust communication strategy.
- R6b.2** Further develop and embed the existing Practice Standards to provide detailed guidance on expected best practice in working with children and families and ensure that these are informed by systemic practice principles and organisational values.
- R6b.3** Review terms of reference for the Performance and Practice Oversight Group to ensure that this forum is considering both quantitative and qualitative measures to effectively oversee the quality of services offered to children and families.

TIMESCALE FOR DELIVERY

July 2020

July 2020

Complete Jan 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

- R6b.4** Continue to develop the QlikSense reporting system's capabilities, to provide access to effective and accurate live performance data enabling managers at all levels to understand trends in organisational performance in working with children and families via an 18 month development programme of QlikSense dashboards to be overseen via Children and Families Management Team.
- R6b.5** Review our performance data and analytical capacity across Children and Families Service and Management Information and Systems Analysis to ensure efficient and coordinated provision of accurate and meaningful data to enable managers to effectively understand trends and children's needs.
- R6b.6** Develop programme of commissioned 'external expert' audits to provide an external perspective to our oversight in ensuring best practice working with children and families.

TIMESCALE FOR DELIVERY

March 2021

Autumn 2020

August 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Commission external review of implementation of revised Quality Assurance Strategy and Framework.
- Thematic audits of children in specific circumstances to confirm if practice is consistently in accordance with Practice Standards - at least 90 % of cases are rated 'good' or better and 0 % are rated 'inadequate'.



ADDITIONAL AREAS FOR DEVELOPMENT

Disabled Children's Service

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- All disabled children receive a good or better service, with a timely response to their needs.

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

A1.1 Continue to implement Disabled Children's Service improvement plan, with focus on upskilling staff with specialist training and rolling out comprehensive suite of Disabled Children's Service policies and procedures.

TIMESCALE FOR DELIVERY

Quarterly reviews:
April 2020
July 2020
October 2020
January 2021

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?



TIMESCALE FOR DELIVERY

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Monthly programme of brief audits undertaken by Service Manager for Disabled Children's Service at least 90% of audits are rated 'good' or better and 0% are rated 'inadequate'.
- Explore opportunity for Peer or External Review to help benchmark progress later in 2020.

ADDITIONAL AREAS FOR DEVELOPMENT

Engagement of children and young people in their individual care planning

- Children at risk of significant harm outside of home have a safety plan in place in order to increase their level of safety in the community at any given time.
- Children who go missing from home or care access a safe space with a trusted adult to explore their experiences when missing, through a timely return home interview.
- The safety for all children is increased through effective multi-agency planning and interventions, which addresses contexts of harm outside of the home environment, through an embedded whole-Council Contextual Safeguarding approach.

A2.1 Safety Plan guidance circulated to staff with request for these to be completed for all children at risk of extra-familial harm.

A2.2 Safety planning workshops for practitioners to be delivered led by Children's Rights Officers to support staff in co-producing and reviewing safety plans with young people

A2.3 Promote and systematise timely and quality recording of Missing Episodes and Return Home Interviews.

Complete
Dec 2019

June 2020

July 2020

A2.4 Consider options for capturing planning for children in one place to support greater integration of vulnerable adolescent response.

- Review of Children in Need/Child Protection/Care Plan episodes in response to change of circumstances, as well as regular points of review
- Use case summary tab
- Develop new stand alone episode e.g. risk assessment
- QlikSense for Missing Children

A2.5 Leadership plan for embedding Contextual Safeguarding by each service area with support from Contextual Safeguarding Team.

August 2020

Autumn 2020

- Data on offer and completion of Return Home Interviews.
- Audit of safety plans for young people experiencing extra-familial harm at least 90% of audits are rated 'good' or better and 0% are rated 'inadequate'



ADDITIONAL AREAS FOR DEVELOPMENT

Engagement of children and young people in their individual care planning

TIMESCALE FOR DELIVERY

Rated level of impact of Covid-19 on original intended timeframes

R=High A=Medium G=Low

IMPACT - WHAT WILL SUCCESS LOOK LIKE?

- Children and young people are fully supported to make meaningful contributions to their own intervention plans.
- Children and young people are fully aware of their rights and feel confident and able to advocate for these when necessary.
- Children and young people are active participants in wider Children and Families Service strategic planning and development.

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

A2.6 Audit of cases where we have concerns around extra-familial harm and where we need to use contextual safeguarding approaches.

A2.7 Design and implement plan for Safeguarding Adolescent Unit to ensure timely and bespoke Children and Families Service responses to young people experiencing extra-familial harm.

A2.8 Engage Integrated Gangs Unit in design and implementation of Safeguarding Adolescent Units to ensure effective and well coordinated response to extra-familial harm.

A3a.1 Ensure assessments/care plans are updated in response to significant change of circumstances - go live with updated case recording system (Mosaic) and decision about how practice will be monitored.

A3a.2 Pathway Plans are co-created with young people (through regular visits, including with care leavers) - plan to explicitly record reasons where this has not been possible and evidence of efforts made to engage young person.

A3a.3 Consistent Independent Reviewing Officers escalation in response to concerns when plans do not progress in line with children's wishes.

TIMESCALE FOR DELIVERY

Complete
May 2020

June 2020

June 2020

June 2020

Complete
Feb 2020

June 2020

WHAT DO WE NEED TO DO TO ACHIEVE OUR GOALS?

A3a.4 Develop protocol to increase children's participation in foster carers' and connected persons annual reviews both of children and young people directly, and of their social workers (sharing their perception of the carers' ability to meet the child's needs).

A3b.1 Increase awareness of children in care about their rights and access to support, throughout their involvement with our services including:

- When children enter care
- Unaccompanied Asylum Seeking Children
- Care leavers

This will include raising awareness of the Children's Rights Service.

A3c.1 Increase participation of younger children in Hackney of Tomorrow (Hackney's Children in Care Council).

A3c.2 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.

TIMESCALE FOR DELIVERY

June 2020

Complete
February 2020

Complete
February 2020

Complete
February 2020

HOW WILL WE KNOW IF WE HAVE ACHIEVED THE OUTCOMES WE HOPE FOR?

- Audit of Pathway Plans June 2020. At least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.
- Monitoring of children's views in annual reviews for foster carers and connected person carers and feedback from Fostering Independent Reviewing Officers to Corporate Parenting Management meeting in April 2020. At least 90 % of audits are rated 'good' or better and 0 % are rated 'inadequate'.
- 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.



