

Children and Families Service: April 2020-March 2021 Update to Children and Young People Scrutiny Commission

Introduction

The past year has seen some of the most significant challenges to the Children and Families Service (CFS) in recent years, and indeed to Hackney Council and the wider world. These challenges included the impact of the Covid-19 pandemic and a cyber attack that Hackney Council was subject to in October 2020. For Hackney CFS, this followed the Ofsted inspection in November 2019, which resulted in a judgement of '*requires improvement*' and the submission of the Children's Action Plan in response to this in March 2020. The Action Plan was subsequently published in June 2020. An Anti-Racist Practice action plan was developed in the summer of 2020 in the context of the murder of George Floyd in the USA, protests and the ongoing Black Lives Matter (BLM) movement across the world. This action plan sets out how we will combat racism both within Hackney CFS and in work with families, children and partner agencies.

Covid-19

The impact of the Covid-19 pandemic has meant wide-ranging changes have taken place to systems and processes that affect children, for example with schools closing and reopening, changes to visits and attendance of partners at key meetings. Much of the service had to become 'virtual' overnight in March 2020, with staff, multi-agency colleagues and children and families adapting to a new 'way of working' under national lockdown. Business continuity planning was activated, and staff and leaders responded as Government guidance changed frequently. Support was put into place to ensure that domestic abuse victims were able to access services they needed, that children could continue to access free school meals and those without internet access or devices were able to get these to be able to continue their education remotely. Families were supported through Covid-19 and we reached out to our children and families to make sure they were safe, continuing to visit children face to face where required, in line with statutory guidance and using PPE to keep children, families and staff safe. Education support for looked after children and their foster carers was provided by the Virtual School, and virtual activities for all children were provided by Young Hackney. When we were able, Young Hackney safely introduced in-person activities. The progression of the vaccination programme meant that key workers in Hackney were able to resume all face to face visits in March 2021, and lockdown restrictions introduced in response to the second wave in December 2020 continue to be lifted (as at the end of April 2021).

Cyber attack

Hackney Council was subject to a cyber attack on 12 October 2020, which had a significant impact across all services for residents, and for the Children and Families Service, the attack meant that CFS lost access to Mosaic, the social care database which holds all records about children and families and eDocs, the related document storage system that linked documents to Mosaic and ChildView (our Youth Justice case recording system). All of CFS partner agencies, including statutory regulators and voluntary organisations, were contacted to inform them about the problems and how services might be affected. A range of Google Forms and guidance on how to use them was developed for staff to be able to record data, with key forms issued initially on 13th October 2020 and more developed in the first few weeks after the

attack. An interim alternative recording system which contains all of the information on these forms was created; this was piloted over the December closedown period, and was rolled out across CFS on 26th January 2021. An interim live reporting system was created alongside the interim social care system, and rolled out in early February 2021 that allows managers to track performance in their service areas. All information recorded on this interim system will be transferred to a new case recording system when this is ready. This recording system also allows CFS to track major performance indicators, though not all are available such as those dependent on historical information. On 26th March 2021, historic case notes (from the period pre-cyber attack in October 2020) recovered from our Mosaic system became visible on the Interim Social Care Database. This development marks a major step in the CFS systems recovery journey. The case notes recovered from Mosaic do not represent the entirety of someone's case history; for example, the recovery of eDocs is still a work in progress. These notes do however represent the bulk of the core information found on the Mosaic system. Work continues on the recovery of information stored on eDocs and on plans for a new case recording system.

Leadership changes

There have been a number of changes at leadership level impacting on the Children and Families Service. The Chief Executive and the Group Director of Children and Education leave the Council at the end of May 2021. Interim arrangements to cover both posts are in hand; the new permanent Group Director is due to start in August 2021 and the recruitment for the new Chief Executive has begun. The Director of Children and Families left at the end of October 2020 and an interim Director of Children and Families has been in post since November 2020 with a new permanent Director of Children's Social Care starting in early July 2021. The Head of Corporate Parenting resigned in April 2021 and interim plans are in place to cover this post.

Key data about the children we support

The cyber attack has meant that some key indicators cannot be reported against due to the changes in the recording methodology throughout the year. The following key data is available:

Contacts:

- 11,473 contacts were received in 2020-21, a decline compared to 16,044 in 2019-20
- 26% of contacts progressed to a referral in 2020-21, similar to 27% in 2019-20

Referrals:

- There were 2,930 referrals received in 2020-21, a decline compared to 5,031 in 2019-20

Assessments:

- 3,664 assessments were completed in 2020-21, compared to 4,923 assessments completed in 2019-20
- 77% of assessments were completed within 45 days in 2020-21, an increase compared to 64% in 2019-20

Child Protection Plans:

- 252 children were subject to a Child Protection Plan at the end of March 2021, a slight increase compared to 245 children in March 2020

Looked after children:

- 437 children were looked after at the end of March 2021, a slight increase compared to 432 children in March 2020
- 5 looked after children were adopted in 2020-21, a decrease compared to 11 children in 2019-20

Review of the Hackney Model

Work has been underway in the Children and Families Service (CFS) over the past six months to explore and review the Unit Model approach and its application. The current practice model review will improve case management and clarification of roles and responsibilities in the service, with the aim of achieving more equitable and manageable workloads resulting in improved outcomes for children and families.

Over the last two months work in relation to the review of the Hackney Model has gained significant pace led by the Interim Director and the Children and Families Service (CFS) Leadership Team. This work also links directly to our continued commitment to deliver on our service improvement priorities and our [Children's Action Plan](#) developed in response to the [2019 Ofsted inspection](#). The specific areas of service improvement activity that underpins our service realignment activities include:

- Management oversight
- Promoting the voice of the child
- Timely decision making
- Information sharing with and by partners
- The timeliness and effectiveness of our pre-proceedings and Public Law Outline (PLO) activity
- The welfare of children missing education (CME)

One of the key challenges to emerge for Hackney's Children's Services in its application of the 'traditional' Unit Model over the last few years has been the inability of the model to respond effectively to considerably higher caseloads than was originally intended for the approach. One of the core intended benefits of the unit model was to allow professionals to get to know families well and reclaim the value of relationship based social work to manage risk and reduce risk and manage harm through the lens of need. What has transpired over the last few years however, due to the high intensity of work, reduced bureaucracy and the absence of a modern performance framework, coupled with the additional dispensation afforded by the Government, has been the unintended consequence of work falling behind in terms of pace and timescales.

This steady increase over time in the volume of work has been camouflaged historically by the allocation of cases to a Unit / Consultant Social Worker (CSW). With units (which often varied in terms of size and workloads) typically holding caseloads in the region of c.80 and 100 children per unit, for a model that was originally designed based upon between 25-35 children per unit. This had led to further unintended consequences, such as the failure to develop a responsive performance framework appropriate for a landscape that has changed significantly.

Over the last decade there have been new societal, economic and environmental factors that have contributed to a significant increase in Children's Social Care referrals including: the direct impact of increased poverty and deprivation on children and families; the increased prevalence and awareness of Extra Familial Risk (CSE, County-lines and Child Criminal Exploitation); and the successful awareness raising of domestic abuse and its impact on children and significant harm caused.

Furthermore, the role of the local partnership has not been utilised effectively to meet the needs of children and families at an early stage, relying on children's social care to be the first point of access, further exacerbated by an '*Open Front Door*'. One of the remedies in this area for us has been the commencement of our Early Help Review.

Given the above, it has become evident that the existing application of the Hackney Model was not sustainable for Children's Social Care to continue to operate as is.

The review also includes a focus on realigning the role of lead practitioners with the aim of improving the overall quality of practice through the consistent application of practice standards across the service. In addition, the roll out of professional case supervision bolsters this approach, increasing accountability and transparency across all Social Work Units (SWUs) including in our Early Help teams.

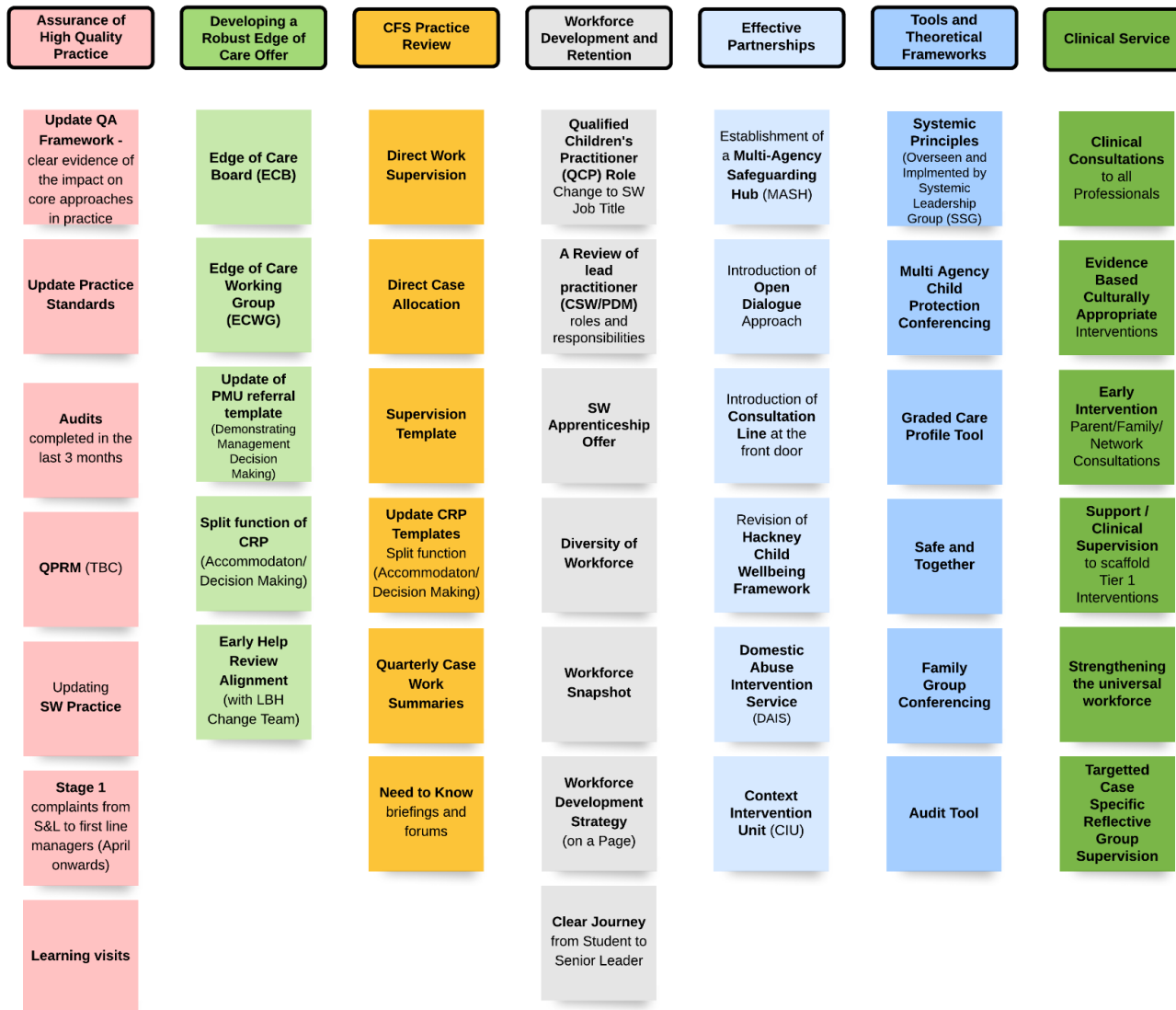
The overall approach to the [Hackney Model Review](#) (image below) comprises seven domains / workstreams:

1. Assurance of high quality practice
2. Developing a robust edge of care offer
3. CFS practice review
4. Workforce development and retention
5. Effective partnerships
6. Tools and theoretical frameworks
7. Clinical Service

Additional domains/ workstreams are to be added to incorporate Finance and Legal related activities and ambitions.

Hackney Model Review

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Priority 1: Assurance of high quality practice		
Why is this a priority for CFS?	What have we done about it so far?	What are we going to do next?
<p>The quality assurance framework for CFS was evaluated in January 2020 by the Safeguarding and Learning Service, working closely with the management teams of each service area in CFS. The evaluation was modelled on an evidence-based approach to quality assurance in Children's Services developed by Research in Practice¹.</p> <p>While the revised CFS framework has given shape to our approach to quality assurance, it has not yet consistently driven improvement to our frontline practice.</p> <p>A number of changes have taken place or are planned to rectify this at pace - this work sits alongside other changes to the Hackney Model, which will give greater focus on accountability for decision making throughout the child's journey.</p> <p>The CFS Quality Assurance Framework will be updated in the coming months to reflect the breadth of the changes being made in the Service and to emphasise how this will ensure improvements at the frontline of practice. The Safeguarding and Learning Service is currently being restructured into a new Safeguarding and Quality Assurance Service to better support this quality assurance approach.</p>	<p>We have developed an approach to live practice observations through 'Learning Visits' that will provide practitioners with the opportunity to receive coaching on their practice including their use of professional authority and will enable line managers and senior managers to keep in touch with frontline practice experience. Learning visits, where leaders attend a meeting or visit alongside frontline staff, were trialled in late 2020, and are planned for roll out in late spring/early summer 2021 across CFS.</p> <p>Audit work continued despite the cyber attack in October 2020. The lack of access to historical case information until March 2021 meant that different approaches were taken by service areas to quality assure work, including the creation of a 'Live Learning' audit tool which focused on the most recent practice and discussions about cases in more depth with practitioners, rather than analysing historical case decision making - this means that practice leads have a greater opportunity to influence and shape active practice.</p> <p>The Children's Social Care Practice Standards are in the process of being revised to ensure language is child-focused and that they provide clarity where standards have been revised,</p>	<p>CFS will begin rolling out a Quality Performance Review Meeting (QPRM) methodology during the late spring/early summer 2021 across CFS. This will involve all line managers completing a monthly review of their teams, from first line managers to Heads of Service, supported by the feedback and learning gathered by the Safeguarding and Quality Assurance Service (formerly Safeguarding and Learning). This process culminates in a monthly meeting with the Heads of Service and Director that reflects on the strengths and areas for improvement, and focuses on action planning to address any issues.</p> <p>Responsibility for the investigation of Stage 1 complaints will be moving to first line managers from April 2021; these were previously investigated within the Complaints Team. This is part of the Hackney Model Refresh to bring this critical quality assurance process to frontline practice to ensure that we more effectively embed learning from complaints into practice quickly.</p> <p>In the coming months there will be an increased focus on reviewing and developing the metrics associated with monitoring and measuring the impacts of the Children's Action Plan and associated communications - these will be closely</p>

¹ Building a Quality Culture in Child and Families Services:
<https://www.researchinpractice.org.uk/children/publications/2018/april/building-a-quality-culture-in-child-and-family-services-strategic-briefing-2018/>

	including around unit meetings and casework supervision. The Practice Standards will be reviewed every quarter.	linked to the review and implementation of the 'Hackney Model' and finalised visioning work.
Priority 2: Developing a robust edge of care offer		
Why is this a priority for CFS?	What have we done about it so far?	What are we going to do next?
<p>The number of looked after children has consistently increased over recent years, and the profile of looked after children has also changed significantly over the past five years with more adolescents entering the care system and subsequently receiving support as care leavers. The change in profile of looked after children increases the need for more specialised placements and also makes placement stability more difficult to achieve. Young people aged 16+ will have additional needs that correspond to the associated risks for their age group, including exploitation. It is rare for young people of this age to be placed in foster care at the point of crisis, although we always seek to find foster carers in the first instance, so in order to keep them safe, we will place them in semi-independent accommodation. Due to the risk for these young people, we are careful about the quality of care they receive, meaning that the semi-independent placements we use are often more expensive than standard and have higher staffing levels.</p> <p>As work on Edge of Care has progressed over the last year, it has become evident there was a need to broaden our approach to ensure we have</p>	<p>The Edge of Care Working Group was formed in November 2020, chaired by the Head of Corporate Parenting, to oversee the research project, development of an Edge of Care Strategy, and edge of care activity more generally. This group reports to the Edge of Care Board, chaired by the Group Director - Children and Education.</p> <p>The Children's Resource Panel terms of reference have been updated to make it clearer that the panel makes the decision as to whether or not a child is going to come into the care of the local authority. All children who are on the edge of care should be presented to the panel rather than retrospective agreement being given for children who have already come into our care. The panel has now been split into two sections, the first half of panel will focus on children on the edge of care and the second half will focus on PLO (Public Law Outline) and care proceedings i.e. as a legal gateway panel. The Children's Resource Panel continues to meet weekly and is chaired by the Director of Children and Families to ensure senior oversight of decisions for children to come into care.</p>	<p>The Edge of Care Board is chaired by the Group Director, Children's and Education, and oversees all edge of care activity, monitors strategic planning and the implementation of an Edge of Care Strategy. The group meets on a monthly basis and began work in mid-November 2020. An Edge of Care Strategy will focus on expanding the Edge of Care service and 16/17 year old housing options alongside Housing colleagues.</p> <p>From 1st May 2021, all requests for legal advice will take place via the Children's Resource Panel (CRP). Parents/carers and young people will be encouraged to seek legal advice at Child Protection stage; all attempts will be made to undertake robust Child Protection Plans and avoid care proceedings where necessary. A revised Legal Tracker will be in place, enabling the service to track timely decision making for children.</p> <p>April 2021 will see the start of PAMS (Parental Assessment Manual) assessments² being undertaken in-house. Previously CFS has sought to find a solution to the provision of PAMS assessments externally, which has been costly to</p>

² PAMS is a guide used by social services to work with and assess parents and families when there are child protection concerns. A social worker might undertake the assessment or they may ask another child care professional who is qualified to carry out the assessment.

<p>a comprehensive understanding of all the reasons for the increase in children both coming into care and staying in care. We are conducting a detailed research project that will allow for an informed and evidence-based approach to developing an Edge of Care Strategy.</p>	<p>A Council-wide Early Help Review continues to progress - this will review the pathways to early help support for families such as Multi-Agency Team support, the Family Support Service and Young Hackney targeted intervention. This review will consider how families are best supported to access services that meet their needs early on, and prevent the need for statutory intervention at a later date.</p>	<p>the Council, being reliant on externally commissioned assessments within the court process which have varied in quality..</p>
<p>Priority 3: CFS practice review</p>		
<p>Why is this a priority for CFS?</p>	<p>What have we done about it so far?</p>	<p>What are we going to do next?</p>
<p>The changes to the current Unit Model approach are intended to improve outcomes for children by strengthening the existing model to provide increased focus upon the progress of the plan and outcomes for children. This is through a combination of direct case allocation, the implementation of professional case work supervision as well as the continuation of group supervision sessions, supported by the Clinical Team focussed specifically on the more complex and high-risk children. The Hackney Model Refresh is focused on supporting the right children at the right level by the right team, leading to appropriate caseload levels across the service that means practitioners can focus on effective direct work with children.</p> <p>Internal Communications support in relation to the messaging around the review of the Hackney Model has been a critical area of focus and has included leadership sessions, workshops and the</p>	<p>From February 2021 we have changed the way that cases are allocated within the service, with cases now allocated to individual social workers as opposed to a Social Work Unit - this change will engender increased accountability and transparency in terms of case management.</p> <p>Casework Supervision - we have redefined our approach to supervision within Children's Services. CFS is in the process of rolling out professional case work supervision that is aligned to the child's plan and where practice is both reflective and accountable, this is all in line with the statutory requirements of good social work practice. This means that we will remodel the way that unit meetings have traditionally worked and insert group supervision for specific complex case work and thematic learning. A new case supervision template has been developed and was introduced in April 2021 to support this process as part of the full roll out of the approach.</p>	<p>Our main focus for Spring and into Summer 2021 is embedding the new approach to casework supervision, following the supervision workshops held with over 100 CFS staff with management responsibility in February and March 2021, and the introduction of new case supervision templates in April 2021. This will include carrying out supervision audits to monitor the quality of supervision recording.</p>

<p>development of additional advice and guidance to accompany the revised approach to Case Summary documentation as well as the rollout of the Casework Supervision Workshops. The process has identified line manager communications as an area that could be improved upon, with line managers playing an increasingly critical role in communicating messages with the service and council-wide.</p> <p>A new Director's Coffee Morning (Drop-in) has been established open to practice managers in the service. The sessions have been a useful way to bring leadership closer to practice and solicit live feedback on the current service improvement work. Improved visibility of leadership is an area specifically identified by Ofsted as requiring improvement.</p>	<p>The introduction of a Quarterly Children and Young People Case Summary Form at the end of April 2021 will increase the focus on children's lived experience and help to demonstrate the difference we are making in a child's life at regular intervals, identifying the key changes and developments for that child over the preceding three months.</p> <p>A Need to Know Forum has been established to ensure a clear line of sight on practice where there are matters of high risk that relate directly to a child, young person and/or family or where there are other serious high risk matters that impact significantly on the local authority. The forum reviews the quality, content and service response to high risk detailed in the Need to Know briefing submissions. The aim being to provide high support and constructive challenge to the service's management of high risk. Importantly the forum offers the opportunity to seek support for the response to high-risk management and escalation with partner agencies if necessary. The overall aim is for the statutory Director for Children's Services (the Group Director - Children and Education), and Senior Management Team, to be assured that the management of high risk is safe and outcome focused in relation to children and young people. Need to Know briefings are sent to the senior management team on the same day as the escalation of risk or incident. The forum meets at 6 weekly intervals.</p>	
<p>Priority 4: Workforce development and retention</p>		

Why is this a priority for CFS?	What have we done about it so far?	What are we going to do next?
<p>A skilled, well supported and well trained workforce is essential to deliver services to our most vulnerable children and their families. The supervision of our staff is critical to delivering good, outcome-focused planning and to avoid delay for children.</p> <p>We are making changes to refocus management oversight and drive improvements in practice. This includes changing our approach to supervision and refocusing the work of Consultant Social Workers (CSWs) and Practice Development Managers (PDMs).</p> <p>A series of professional supervision workshops have been rolled out in February and March 2021 to all practice managers in CFS so that they are clear about supervision standards and are able to identify training needs for their staff. This will ensure that plans are progressing for children in timescales that meet their needs. To date 10 Professional Supervision Workshop sessions have taken place (with one more planned) attended by over 100 CFS staff in a management position.</p> <p>A workforce and practice development hub is being established in the Safeguarding and Learning service (which will become the Safeguarding and Quality Assurance Service from May 2021) through the service restructure to ensure that staff training needs are met and prioritised in terms of service need.</p>	<p>The job titles of Qualified Children’s Practitioners (QCPs) have changed to ‘Social Worker (ASYE)’ to reflect their status as fully qualified Social Workers - providing these staff with recognition of their qualification and status.</p> <p>A refocusing of lead practitioner roles and responsibilities specifically in relation to Consultant Social Workers (CSWs) and Practice Development Managers (PDMs) has taken place over recent months. Work has taken place to reduce caseloads held at these levels realigning the focus of the role on supervisory activities particularly in relation to CSWs’ supervision of our Assisted and Supported Year in Employment (ASYE) social workers (newly qualified social workers) in line with the current responsibilities of the CSW job role. We are also recognising and refocusing the role of PDMs as a management position with an increased emphasis on leadership and management - developing, rather than delivering practice in line with the PDM job role.</p> <p>Diversity of workforce - Inclusive Recruitment and Aspirational Support for Staff is one of the three key areas of the CFS Anti-Racist Practice Action Plan. The action plan outlines steps to move towards a staff workforce that is representative of child and family population in Hackney at all levels including at senior leadership levels Quarterly reporting takes place for social work and non-social work staff, including demographic breakdowns so that disproportionality in our</p>	<p>We are reviewing and redeveloping our ASYE (Assisted and Supported Year in Employment) programme for newly qualified social workers to provide an effective support and development programme for this cohort. We are continuing to encourage students on social work placements in Hackney and those involved in the Step up to Social Work programme here to apply for the newly renamed ‘Social Worker (ASYE)’ posts.</p> <p>The Children and Families Service will not be running the Social Work Degree Apprenticeship programme for September 2021 in order to review processes and procedures around the programme and hope to explore this for September 2022.</p> <p>The Workforce Development Strategy has been summarised on one page so that key priorities are clear to staff and the Workforce Development Board are clearly sighted on the path to achieving these. This shows the links between the Recruitment and Retention Strategy, the ASYE (Assisted and Supported Year in Employment) programme for newly qualified social workers, the Management Development Programme and the Clinical Offer, overlaid by our training offer, casework supervision changes, IT systems and tools, development of our organisational structure and quality assurance of practice.</p> <p>Work will begin over the coming months to clearly outline the journey staff can take from student social worker to senior leader, so that they are</p>

	workforce is tracked and addressed, as part of our Anti-Racist Practice Action Plan.	clear about their continued career within Hackney and supported by their manager to achieve their career goals.
Priority 5: Effective partnerships		
Why is this a priority for CFS?	What have we done about it so far?	What are we going to do next?
<p>The November 2019 Ofsted inspection found that <i>"joint work across the partnership has not... consistently translated into operational improvement"</i>. Better partnership working arrangements particularly in relation to our front door are critical to improving outcomes for children. The First Access and Screening Team (FAST) review, which began in February 2020, has shown that we will strengthen decision-making through the development of a Multi-Agency Safeguarding Hub (MASH) approach in Hackney.</p> <p>In addition to this, in June 2020, the CHSCP shared an updated version of the Strategy Discussion protocol clearly outlining mutually agreed expectations with partners including appropriate levels of participation and information sharing in strategy discussions. This is to ensure that all decisions are attuned to the child's individual needs and are informed by key information about the child and the circumstances of their family and significant others. The protocol was embedded via virtual training across the partnership by the CHSCP.</p>	<p>In February 2021 we implemented a new Professional Consultation Line for professional advice and guidance to partner agencies. The Consultation Line is intended to better support multi-agency partners to work with families before the need for statutory intervention, and this will reduce the number of families who undergo a statutory social work assessment that results in no further action. The Consultation Line does not detract from immediate referrals and a response to a child at risk of or likely to experience significant harm. Calls are responded to by experienced social work qualified members of staff from the First Access and Screening Team (FAST), who will listen to the caller's concerns and offer advice and guidance about the most appropriate next steps.</p> <p>A Multi Agency Safeguarding Hub (MASH) approach for Hackney was endorsed at the City and Hackney Safeguarding Children's Partnership (CHSCP) Senior Leadership Team on 14th April 2021 - it is hoped that this model of operation will improve the timeliness and quality of multi-agency response for contacts that require safeguarding screening. This will go live in June 2021.</p>	<p>Strategic discussions have taken place across the Children and Families Service and Hackney Education to secure permanent Hackney Education representation in FAST and the MASH. The post will be directly managed by Hackney Education with a strong 'dotted line' for day to day management and support to FAST and reviewed after a year once the MASH is up and running and the partnership work with schools is further developed.</p> <p>We are working to adopt a whole systems approach to social work assessments using an Open Dialogue model. Initial conversations have been held about this possibility with our early help partners, alongside our clinical colleagues. This links closely to the work of the Early Help Review. The Open Dialogue model promotes openness and transparency with parents/carers by all members of the network (<i>nothing about you, without you</i>) and creates a shared responsibility across the network (including the family) for decision-making. It is hoped this will ensure that families get the right level of support at the right time, supported appropriately by the professional network around them.</p> <p>Work is underway to explore Domestic Abuse</p>

	<p>We continue to develop the Early Help Hub in FAST, to respond to requests for support at an early help level, with a Family Support Worker joining the hub at the start of March 2021.</p> <p>The Hackney Child Wellbeing Framework is being updated by and will be relaunched by the City and Hackney Children's Safeguarding Children Partnership (CHSCP). This update will reflect the 'Continuum of Need' outlined in the London Child Protection Procedures and is in use in many local authorities in London. As such this should be familiar to partners, many of which work across local authority boundaries. The update will include an updated referral process and pathways to, as well as contact details for, Early Help provision such as Children's Centres, Young Hackney Schools link practitioners, and the Early Help Hub in the MASH, as well as for Children in Need and Children in Need of Protection and the police.</p>	<p>Intervention Service involvement in front door screening, either through systems integration or staffing resource. Work is also underway to explore how to further embed contextual safeguarding approaches in the MASH following the creation of the Context Intervention Unit in the Children and Families Service in October 2020.</p>
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Priority 6: Tools and theoretical frameworks

Why is this a priority for CFS?	What have we done about it so far?	What are we going to do next?
<p>Work has been underway in the Children and Families Service (CFS) over the past six months to explore and review the Unit Model approach and its application. The CFS Leadership Team is committed to maintaining and refreshing the service's identity as a 'Systemic Organisation', whilst acknowledging the 'Unit Model' is only one of many elements of a 'Systemic Organisation'.</p> <p>The service's Systemic Principles sit within the</p>	<p>An easy to understand set of Systemic Principles was developed in 2020, overseen and implemented by the Systemic Strategy Group. This group is focused on driving forward systemic practice across CFS, with oversight for this process being provided by the Head of Clinical Practice. The systemic leadership programme is one of our primary vehicles for ensuring that middle and senior managers develop and role model a consistent approach to the use of</p>	<p>In order to continually try and improve families' experiences of Child Protection Conferences, we are working alongside colleagues who are leading the 'Childhood Adversity, Trauma and Resilience Programme' (ChATR). We are piloting trauma informed approaches to Child Protection Conferences to enable professionals to understand how parents' past trauma might impact their current behaviour, and how best to support them to break the cycle of trauma by</p>

context of statutory children's social care and underpin the service's practice model, taking account of professional judgement about risk, harm, need and support.

In July 2019 we held a Practice Week on Neglect and shared a range of tools and approaches to support assessment and intervention with neglect. Following the Ofsted inspection in November 2019, it became clear that a more evidence-based approach to neglect, in the form of a manualised tool such as the Graded Care Profile, would be beneficial for staff practice and also to provide evidence to courts during care proceedings.

professional authority for first line managers and frontline practitioners and to develop a culture that embraces constructive challenge - this programme was paused in autumn 2020 due to other developments and changes in the service and plans are currently being put in place to restart the systemic leadership programme in summer 2021.

CFS will promote and further embed the use of evidence-based tools that are already rolled out across CFS, to ensure that staff are using them appropriately and to the maximum benefit of our children and families. This includes the Safe and Together approach for families where there is domestic abuse and Family Group Conferencing to enable families to create their own plan for support.

supporting their children to build resilience. We aim to make the experience of Child Protection Conferences more engaging for families and for everyone involved, so that we can create the best possible plan for children in collaboration with parents and professionals. This is in addition to an absolute expectation that Child Protection Conference reports are shared with parents in advance of the conference in accordance with minimum statutory timeframes (3 days prior to an Initial Child Protection Conference, 5 days prior to a Review Child Protection Conference).

The Children and Families Service and the City and Hackney Safeguarding Children Partnership is purchasing a license to access the Graded Care Profile tool for practitioners to use to evidence neglect and will be setting up train the trainer sessions across the partnership in Spring/Summer 2021 to promote the use of this tool across all partner agencies in relation to neglect.

Core training in systemic practice will be made available to all staff, embedding relationship-based practice as the heart of our practice model. With a focus on evidencing practice through the use of direct work and assessment tools.

Priority 7: Clinical Service

Why is this a priority for CFS?	What have we done about it so far?	What are we going to do next?
<p>The service is currently in the process of resetting our Clinical Service in line with the areas for improvement identified by Ofsted, specifically to: remove avoidable drift and delay; improve the timeliness and effectiveness of pre-proceedings work; inform the assessment of children living in neglectful environments; and support the safeguarding of children who are missing education or who are home educated.</p>	<p>We are resetting our clinical resource to offer targeted, evidence-based relational mental health support to our most vulnerable children and young people in a safeguarding context, at the right time. Focusing directly on children and young people open to the Children and Families Service who are in receipt of a Child in Need Plan, a Child Protection Plan or who are Children in Care. This will include specialist psychological assessments for court as part of the Public Law Outline. The service will continue to support Care Leavers and young people accessing Youth Offending Services as well as supporting them to access local services if preferred.</p> <p>Young people and families not meeting the statutory criteria will now have increased and improved access to the wider CAMHS (Child and Adolescent Mental Health Services) offer in Hackney (which have to date been a reduced option for them) and mainstream CAMHS interventions.</p>	<p>The reset CFS Clinical Service will offer:</p> <ul style="list-style-type: none"> ● Clinical consultations to all professionals in Hackney CFS. ● Evidence based, culturally appropriate interventions for children and families in a statutory context. ● Delivery of evidence based group work designed and tailored to meet the presenting needs of families. ● Early Intervention parent/family/network consultation sessions to support formulation driven plans for young people and early identification and signposting in respect of specific clinical needs. ● Support/Clinical Supervision to scaffold the delivery of individual and family interventions by Tier 1 practitioners working in universal services, utilising the existing trusted relationships. ● Strengthening the universal workforce, so there is less reliance on clinical support. This will include approximately 880 children and families where the lead CFS practitioner would have access to consultation based clinical support from the Clinical Service. ● This approach will strengthen the early help offer within community settings, minimising escalation of referrals to other services and building bridges to access other services, reducing current silos. ● Targeted case specific reflective group supervision for staff and managers across the Children and Families Service.

Appendix:

- Link to previous [CFS 2019-20 Full Year Report](#) - this contains descriptions of our services for children and families and terminology about the services / data described in more detail