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Children's C19 Next Steps Plan 22/23 Looking to the Future

Focus

1. Staff wellness
2. Early Help, Stepping- stones & residential support
3. Practice at the heart of great outcomes
4. Education/ Inclusion and SEND future
5. Participation Strategy and Care Leavers Participation Strategy.
6. Liquid Logic System Review
7. Quality Assurance
8. Joint Commissioning
9. Recognizing Staff Contribution
10. Our place and role within the People's Directorate.



Our Approach during Covid 19 response we confirmed that:-

We work with children, young people and their families to understand what life is like for them, recognising their strengths and aspirations; we supported them to cope with the pandemic.

When we work together as one team, building strength within our relationships – we will be stronger and make decisions jointly, together.

We celebrate the achievements of the whole network and learn from the actions that we all take. We learnt that kindness in our service is key and small acts of kindness have a big impact to staff and families, children.



1. Staff Wellness

Throughout the pandemic our staff have worked exceptionally well, we understand the pressures on us all and value workforce wellness as a core priority, as we take the next steps into new C19 norm, protecting our workforce wellbeing, in everything we do. We will continue this approach into our 'new world' especially as we will be keeping mobile and flexible/agile working.

1.1 Staff Wellness Actions

- Quality face to face supervision and 1:1 time with managers for all staff – recommence March 2022 in full in line with Building Risk assessment and guidance.
- Refreshed Supervision Approach to be embedded across the practitioner workforce. Commence Feb 2022
- Continue to support our colleagues of colour to feel safe and supported in Shropshire – The Support Group and Anti-Racist forum.
- Ensure staff are linked with and supported by OH and Counselling support services where appropriate.
- Using appraisal to develop staff, plan development and support, implement the Linked Scale. Commence April 2022
- World Social Work Day – celebrating good practice & success together, across Peoples Directorate. March 2022
- Staff Awards Eve May 11th – (reconvened from 2020 & 2021). Business Support Appreciation Day June 2022
- Undertaking our social work capacity review, understanding roles & tasks, maximising our resources, against risk. Asst Dir People commenced scoping January 2022.
- Court Work function – review of the team and activity, including parenting assessment and case work activity – Maxine Ellis to report 31st March
- SGO hub development awaiting funding confirmation when financial strategy agreed. End Feb 2022
- 2021 National Health Check outcomes to be analysed and then develop a local version that further addresses key point in the national feedback. Results expected imminently.
- Ensuring Practitioner Forums and Directors ‘lets chat’ forums are face to face. From March 2022

2. Stepping Stones

- Stepping Stones was launched in March 2021 (Phase 1) & has had a fantastic start, keeping children at home and supporting a few children to return home. Building on this start we will work to get the Phase 2 residential aspects completed and upscale the approach with Partners in Phase 3.



2.1 Stepping Stones Actions

- Further the development of phase 1 by securing the staff from Health partners – Clinical Psychologist and SALT – delayed to date.
- Complete the work on the therapy pods at Havenbrook May 22 & open them: March 2022
- Caer Bryn – preparing for living independently home to open Sept 2022. (DfE bid) building layout, decoration and staffing approach to be informed by Young people's Advisory board.
- Mother & baby day assessment & support flat to be progressed, agreed at January Residential Board – open June 2022 (when structural work complete)
- Finalisation of the upscale of Stepping Stones Business plan end May 2022.
- Interim Evaluation of Year 1 - Learning from a trauma informed and preventative approach across the workforce.

3. Practice at the heart in all we do

We know that great practice, leads to great outcomes, and we will continue to invest in the knowledge, skills and development of our workforce.



3.1 Build on Good Practice Actions

- Ensure high quality case work – maintain consistent focus on our 6 Practice Priorities- monthly oversight of progress.
- Ensure that statutory work is undertaken in a timely and responsive way, safe decision making.
- Consistency of decision making across front line staff in all partner agencies – learn from good practice. Principal Social Worker Workforce Development launch World Social Work Day- March 2022.
- Provide effective interface with early help to children and families
- Having consistently manageable caseloads aspiring for average of 18 (high) – 15 (low) average.
- Ensure Children and young feedback from children and young people informs service design and development, through the IMPACT project.
- Identify children at risk of adverse childhood experiences, learn from the Early Help predictive analytic pilot in South Shropshire.
- Work with partners in the People's directorate to develop a joint approach for parents with MH/Drug & Alcohol and Domestic Abuse issues – challenge the barriers to engagement – DMT March 2022
- Further embedding of restorative practice, ensuring this is threaded throughout the PLO development work.

4. Education/ Inclusion and SEND

DCT have worked hard to ensure that our work that influences and impacts on the Written Statement of Action and priorities are put in place, supporting our SEN children and young people. We know there are areas that we are still developing, our ambition is that we meet the needs of all children with additional needs across the service well, not just DCT allocated children.



4.1 Education/ Inclusion and SEND Actions

- We work with families, children and young people to co-produce our work.
- Use the updated needs assessment for children with SEND to inform service development – especially the opportunity of 0-25 approach under the new people's Directorate.
- New in post Designated Safeguarding Children Officer will lead on the work with partners to address the EHCP social care action and developments across the CSC service Continue the positive interface with Severndale school and other schools with specialist provision.
- Work with bee U and others to embed the renewed neuro-developmental pathway, ensure effective use of the DSR and CETR process.
- Working with the lead in Virtual School for children who are Children in Need and CP to support attendance, progress and good outcomes for education.
- Ensure the workforce is well equipped to effectively support children and young people with SEND
- Improved Education Health and Care information, support and opportunities for Children and Young People and their families on the autism spectrum
- Further develop our pathways for preparation for adulthood to support better transitions & outcomes for young adults with SEND
- Working with families and young people to determine when an Education, Health and Care Plan should be maintained.
- The progress of this area of the plan will be driven by the DCT Development plan and linked in with the Working Groups under the WSOA.
- **Lead Service Manager: Steve Ladd**

5. Participation and Care Leavers

- Coming into care can be a difficult experience for children and young people, we understand that.
- Our Corporate Parents are committed to ensuring that children in care and care leavers are offered the same level of care and support as other young people would receive from their parents.
- We want to continue to work closely with our partner Corporate Parents to ensure our priorities for children and care leavers are upheld - by working with us and listening to their voices.
- The relationship between a young person and their social worker or young person's advisor is very important. We want our Corporate Parents to recognise the significance of this role to enable us to develop a trusting relationship and strong bond.



5.1 Participation and Care Leavers Actions

- Developing our Participation 5 years strategy underpinned by a new participation framework. Commenced January 2022 following round table development discussion Dec 2021 – LG, Ass Dir People.
- IMPACT project to push forward participation on an interim basis.
- Ensure all new staff are interviewed by Young People and their views influence the appointment choice, not just senior management posts.
- Ensure Children and young feedback from children and young people in service design and delivery. Caer Bryn advisory group.
- Young people awards – postponement in September 2021. Virtual School's will take place in Spring Term 2022.
- Supporting every young person (aged 16-24) who is not participating to access education, employment or training, prioritising vulnerable groups.
- Broadening the range of learning and skills provision to ensure opportunities are available for all young people across the county.
- Work with employers to create additional apprenticeship and employment opportunities
- Providing additional support to widen participation in higher education amongst vulnerable young people.

6. Liquid Logic System Review

- Our LL system does not always provide the best planning pathway for our staff in the important work that do. We want to maximise the opportunity to ensure that the system works well for our staff, is easy to use, does not repeat information and is up to date, so that when we pull the information it is accurate, timely and informs our practice development.
- We want to remove duplications, and ensure that LL information informs better performance indicators in a timely way.
- Support our staff to understand that performance & QA information provides assurance about the child's experiences of the work we do, by building Quality Assurance into our system.
- Ensure that our recording is restorative.

6.1 Liquid Logic System Review Actions

- Complete the Children Looked After form and pathway review.
- Continue workshops to review and refine the system.

8. Quality Assurance

- We will continue to strengthen our approach to quality assurance that informs practice learning & development.
- We will close the loop on our Quality Assurance work ensuring we are clear about what difference it makes to children.
- By learning from what we do well we build strong expectations of good practice.
- Children and young people will consistently be able to tell us why their life is better because we have been involved.



8.1 Quality Assurance Actions

- Continuing to understand our gaps and undertaking focused quality audits, that better inform practice development and policy reviews.
- Implement the Moderation Panels January 2022 to ensure consistency of audit quality January 2022 delayed due to Covid – March 2022 PSW QA.
- Include the need for closing the loop oversight as identified in Q3 21 report. PSW QA – February 2022.
- Continue to ensure practitioner & manager learning from SSCP Learning Reviews and in working collaboratively with our statutory partners to embed this learning, briefings, workshops, team meetings. PSW Workforce & Development- evaluate impact in annual report.
- Child exploitation practice develops and evolves in a responsive way to the changing landscape, embed the additional posts & ensure impact right children & young people. Service Manager TREES. Recruitment complete March 2022.
- Continue to undertake each month “dip sample audits” that puts improvements in place in real time, with key partners and workforce. Performance meetings quarterly.
- Utilise the IMPACT project to triangulate service user feedback with quality assurance.

9. Joint Commissioning

- We have invested in joint commissioning, and want to ensure that we have addressed the key gaps in our market place, for children and young people, by developing further our refreshed market position statement and through partnership market shaping activity.
- We understand the benefits that joint commissioning brings in supporting improved brokerage support for children and young people, and in offering good placements that meet outcomes in a timely effective way.

9.1 Joint Commissioning Actions – Lead Laura Tyler AD.

- Securing best value and great outcomes, working better with health partners through jointly commissioned contracts and outcomes specifications as a place.
- Work with the CCG to develop the tender for services for children & young people with emotional, trauma and mental health needs.
- Developing focused market position statements – that showcase gaps which the market can then address. Especially home care provision for children with additional needs.
- Building better our work with community, understanding the role of community champions – how can we learn and develop from adult services experience.
- Connecting the role of health visiting and primary care, CAMHS where it matters the most.
- Influencing the integrated health and care partnership infrastructure and forward plans that best supports children's and young peoples outcomes.
- Identifying opportunities regionally for joint commissioning of services.

10. Children Social Care Leadership: influencing Health

- Identify perinatal mental health issues during the antenatal period
- Support women to access maternity and health visiting visits in the home where needed.
- Ensure a positive offer to parents to support them to Improve babies and young children's communication and language skills
- Improve support for vulnerable parents, especially with play, parenting and accessing community based support.
- Good access to high quality maternity care, especially for parents who are vulnerable, have mental Health Needs, Drug & Alcohol needs, Domestic Abuse support.
- Support healthy bonding between parents and their babies and young children
- Ensure support and services are delivered locally and in venues / locations easily accessible to parents. Develop co-located Family Hubs.
- Support the public health prevention agenda, use our knowledge of risk of harm, impact on parents, gaps in support to develop the offer.

How will we know, its working?

- ✓ Children, young people and families will tell us we have made a difference
- ✓ Children, young people and families will be supported at the earliest opportunity
- ✓ We will get it right first time and we will help families to be resilient
- ✓ Children and young people will live safely in their families and communities
- ✓ Children will be cared for if they need to be and will have a permanent home as soon as possible
- ✓ We will improve outcomes for pupils at risk of poor educational outcomes
- ✓ Young people will tell us they are on track to achieve their aspirations
- ✓ All young people, including our most vulnerable, will have choices in their education, employment and training

Our Shropshire Plan

Healthy People

- ✓ We will tackle inequalities and poverty in all its forms, enabling children, young people, adults and families to achieve their full potential.
- ✓ We will provide early support and interventions to Shropshire's most vulnerable and disadvantaged children, young people and adults, reducing risk and enabling them to achieve their potential and enjoy life.
- ✓ We will work with partners to develop, commission and deliver the right services and support that meet needs of children, young people, adults and families in the right place, at the right time, that are high quality and value for money.
- ✓ We will support Shropshire residents to take responsibility for their own health and wellbeing, choosing healthy lifestyles and preventing ill-health, reducing need for long term or hospital care.

Healthy Economy

- ✓ We will provide access to lifelong learning, supporting people and our communities to prosper, and through providing the right skills developing greater productivity and improved wages.
- ✓ We will develop Shropshire as a vibrant destination for people that attracts people want to live in, work, learn and visit.
- ✓ We will deliver excellent connectivity and infrastructure, increasing access to social contact, employment, education, services and leisure opportunities.
- ✓ We will ensure an appropriate mix of housing in the right areas of the county when supporting people with disabilities and to attract the right workforce for the employment needs and opportunities located there; reducing distances travelled to work.

Healthy Environment

- ✓ We will deliver the Council's Corporate Climate Change Strategy and Action Plan.
- ✓ We will enable safe, sustainable, diverse and inclusive communities that pull together by reducing anti-social behaviour and risk of harm; ensuring services and purchased products are safe; and adopting the waste hierarchy to reduce, reuse, recycle and recover from all household waste.
- ✓ We will maintain, protect, and enhance our outstanding natural environment, promoting positive behaviours and greater biodiversity and environmental sustainability.
- ✓ We will promote the means to tackle climate change and reduce the carbon footprint including the adoption of low carbon energy for council's assets and for communities.

Healthy Organisation

- ✓ We will work with partners and people to achieve shared priorities to meet current and future need and deliver improved outcomes, with children, young people, adults and families voices influencing change.
- ✓ We will communicate clearly and transparently about what Shropshire Council delivers, signposting to the right places for services and support.
- ✓ We will put our resources in the right place using accurate data, insights, and evidence to support the delivery of the organisation's priorities and balance the books.
- ✓ We will enable a happy, skilled, healthy, empowered, and proud workforce that influences and leads change.
- ✓ We will focus on diversity and inclusion for the workforce, addressing any inequalities.
- ✓ We will ensure councillors are supported to advocate for their constituents but to also be ambassadors for the council.

The People 7 Principles

1. Healthy, Safe Communities where I belong

Children & young people can access the right support, in a trauma informed way as early as possible

Children & YP feel safe in the communities where they live and are enabled to live healthy lives

2. Support our most vulnerable disadvantaged adults & children, providing early support and prevention, before situations become a crisis.

All Children and young have a place they can call home where they feel safe, loved and cared for.

3. Living in a place, I call home

Children & young people have hopes, aspirations and opportunities to live the life they want to live now and as adults.

4. Leading the life, I want to live

Families are enabled and feel empowered to work with the team supporting them as equal partners, identifying their own change, goals and outcomes.

7 A Diverse and Inclusive Learning – everyone matters

Ensure a diverse learning landscape that meets the aspirations of all and also meets the needs of local employers – the right skills & knowledge

6. Resources, used well

We support children, young people and families using skills, knowledge, services effectively and ensure the right service at the right time to ensure we work together to prevent crisis that requires costly intervention.

5. Sharing power, as equal partners

Children & Young People feel heard and listened to and can see and understand where their wishes and feelings have influenced decisions and plans about them.