

North Somerset Children's Family Support and Safeguarding Strategic Plan

January 2022

Review January 2023



To make North Somerset a truly great place for children and young people to thrive; where all have the best possible life and opportunities, including those who are vulnerable, disadvantaged and/or have special educational or additional need



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Priority Milestones

January 2022 - Launch of the Care and Resource Panel

February 2022 - Revision and launch of the Supervision Policy and supervisions forms

March 2022 - Development of a robust Quality Assurance Framework

April 2022 - Development and launch of a Practice Framework

Area 1 – Develop an experienced, skilled, confident, and stable workforce

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|---|--|--|------------|----------|---|--|
| 1.1 Visible senior leadership across Children's Services (ILACS March 2020) | Engagement with the workforce via regular staff briefings, attendance at team meetings, QA activity and quality and performance meetings | <ul style="list-style-type: none"> Feedback in the annual social work health check and the annual staff survey | DCS/AD | Mar 2022 | <p>Pre and post Ofsted briefings held in Dec 2021</p> <p>Monthly service catchups in place.</p> <p>Quarterly meetings with HoS team and Team Managers</p> <p>Quality of practice and performance meetings held bi-monthly and will be refreshed</p> | Children and their families benefit from a motivated and cohesive workforce |
| 1.2 Developing a skilled and stable workforce | Launch the recruitment and retention policy | <ul style="list-style-type: none"> Low levels of agency workers maintained Retain a higher percentage of experienced practitioners and our Assessed & Supported Year in Employment (ASYE) cohort beyond three years Maintenance of realistic and manageable | HR and PSW | Feb 2022 | Final draft of policy due to be presented at CSLT in January 2022 | A stable workforce will provide consistency for children and families and allow practitioners to build relationships of trust and confidence and to intervene to achieve positive change together with children and their families |
| | Deliver the action plan to recruit more permanent frontline staff and managers across the service | | HR and PSW | Apr 2022 | Recruitment activity is ongoing and the plan for improved recruitment activity via social media platforms and external advertising platforms such as Community Care will be agreed by | |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|----------|---|---|------------|----------|--|---|
| | | average caseloads across the service | | | the recruitment task and finish group | A stable management team will support practitioners to provide effective interventions focussed on needs and outcomes and support continuous learning and development |
| | Further explore growing our own opportunities for non-social work staff | <ul style="list-style-type: none"> • Sufficient capacity across the service to meet need • Recruitment to all management posts • Increased number of Heads of Service attending South West Leadership training | HR and PSW | May 2022 | To be agreed by the recruitment and retention task and finish group | |
| | Deliver the 2022/2023 learning and development offer, including supporting Heads of Service to attend the SW Leadership training | <ul style="list-style-type: none"> • Annual survey of social workers shows increased confidence in practice, job satisfaction and support provided | PSW | Feb 2022 | <p>The Learning and Development Strategy is in final draft form.</p> <p>Two Heads of Service are on the current leadership training course</p> | |
| | Develop a refreshed programme of Continuous Practice Development sessions for the workforce to support ongoing practice development | | PSW | Jun 2022 | Programme to be developed to include regular CPD sessions which align with the priority areas for improvement | |

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|----------------------------------|--|------------------|------|----------|--|----------------------------------|
| 1.3 Support for Heads of Service | Review workloads of Heads of Service and consider whether any additional capacity/practical day to day support is required | | AD | Apr 2022 | <p>Plan to transfer the management of the nurseries from Family Wellbeing to the Education Service</p> <p>Identification that additional management capacity is required with the HOS Family Support and Safeguarding to take a lead on CWD and SEND developments</p> <p>Additional external capacity to be available end Jan 2022 to support to take forward quality assurance work and refresh adoption practice guidance and LCS pathways</p> <p>Plan to meet with finance colleagues to review options</p> | |
| 1.4 Development of Team Managers | Training programme for team managers to be developed to | | PSW | Apr 2022 | Plan to be developed | |

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| (Focused Visit 2021) | support their development and confidence in role | | | | | |
| 1.5 Policies and Procedures (informed by Focused Visit Dec 2021) | Develop our local area within Tri.x to ensure all strategies, policies and procedures can be found in one place and are up to date to support consistent practice | | All HOS | Apr 2022 | Rolling plan in place. Operational capacity to support this task needs to be supported and will be addressed via Inspection Readiness meetings | Children and their families will experience a consistent approach and response |
| 1.6 Business support | Work closely with Agilisys to ensure business support needs are met within the service | | AD and all HOS | Jun 2022 | Review of business support needs has been undertaken by Agilisys and Heads of Service. The outcome of this work needs to be reviewed in CSLT. HoS do not have any business support. This needs resolving. | Children and their families are responded to efficiently and effectively |

Area 2 – Improve our quality assurance, performance management and management information systems to strengthen and support high quality practice

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|--|---|---|----------|---|---|--|
| 2.1 Develop a robust and responsive QA framework to support a learning organisation (ILACS March 2020 and Focused Visit Dec 2021) | Develop an annual calendar of QA activity linked to identified practice's issues/themes | <ul style="list-style-type: none"> Effective QA activity including practice observations/case auditing / themed audits /team diagnostics/ service user and professional feedback/ complaints & compliments enabling evidence of high-quality consistent practice and robust effective management oversight and reflective supervision Bi-annual practice reviews including senior leaders and members Regular case work auditing and themed practice reviews Regular feedback from children and families to inform practice and improvement | HOS QA | Apr 2022 | <p>Draft calendar of activity in place</p> <p>Supervision Practice Review completed in October 2021</p> <p>Themed Child Protection Practice Review running in January 2022 (also trialling web survey to complete and analyse)</p> <p>January service catch-up is focussed on QA and the message that QA is everyone's responsibility</p> | Children and their families receive effective, impactful interventions and support which are focussed on assessed needs and improve outcomes |
| | Collate and communicate findings of QA activity to drive high quality consistent practice | HOS QA | Jun 2022 | <p>Findings from the Supervision Practice Review have led to the draft revision of the Supervision Policy</p> <p>Findings to be shared with TMs in Mar 2022</p> | | |

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| | Develop regular themed Practice Reviews | <ul style="list-style-type: none"> Closing the learning loop – evidence of learning being taken back into the service | HOS QA | Feb 2022 | Child Protection Practice Review allocated and due to be submitted January 2022 | |
| | Launch a web survey tool to support accurate and timely analysis of QA activity | | HOS QA | Jun 2022 | Survey tool being trialled for the January 2022 Practice Review (above) | |
| | Consistently seek feedback from children and families to inform practice development | | HOS QA | Apr 2022 | <p>Feedback is regularly sought from the Annual Bright Spots Survey and Care Leavers Survey Some feedback is also sought from QA activity</p> <p>January service catch-up to focus on how to improve feedback return rates to inform a plan going forwards</p> | |

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| | Participation Officer will work with families to increase participation and carry out regular family surveys | | HOS QA | Apr 2022 | Participation Officer started in post in December 2021 Prioritising engagement with our Children in Care Council and the development of a Participation Strategy | |
| | Regularly review feedback from compliments and complaints | | HOS QA | Jul 2022 | To be actioned for 2022 | |
| | Link the focus of the quality assurance and performance monitoring meetings to QA activity and align with the QA Framework | | HOS QA/AD | Apr 2022 | To be actioned | |
| | Agree the ways in which learning is | | HOS QA | Feb 2022 | Discussion with staff about how this would be most effective in the | |

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| | shared and practice is developed - 'Closing the loop' | | | | January service catch-up. Feedback to be incorporated into the QA Framework | |
| 2.2 Case audit activity that is focussed on impact and outcomes and supports an understanding of children's lived experiences and the effectiveness of social work practice (ILACS March 2020 and Focused Visit Dec 2021) | Develop a case audit tool and moderation process which is focussed on children's needs, impact of intervention and outcomes | | HOS QA | Feb 2022 pilot – review Mar 2022 | Revised tool ready to pilot in Feb 2022 | |
| | Build the revised audit tool in LCS | | HOS QA | Jun 2022 | To be actioned via the Systems Governance Board following pilot above | |
| | Collate learning from audits and share with the service and agree actions required to support practice improvements | | HOS QA | Mar 2022 | Learning from 2021 audits shared in December 2021 | |

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| 2.3 Improve participation of all children, young people and their families across children's services (LJAR May 2021 and Focused Visit Dec 2021) | Ensure children are actively involved in decisions for their future through purposeful and creative direct work | <ul style="list-style-type: none"> Established participation groups are in place and are influencing day to day practice | HOS QA | Mar 2022 | Initial priorities for the Participation Officer are: refresh children in care council, care leavers forum, develop Participation Strategy, support young people to attend other forums and develop consultation forms for children in care | <p>Children and young people experience that their voices are heard and their experiences are understood</p> <p>Children and young people are involved in the co-production of practice developments and this has a positive impact on their lives.</p> |
| | Recruit to Participation Role | | HOS QA | Dec 2021 | Participation Officer successfully recruited and started in post in December 2021 | |
| | Appoint a Young Director | | HOS QA | Dec 2021 | Young Director recruited November 2021 and due to start in post February 2022 | |
| | Explore 'App' to support children's participation | | HOS QA | Mar 2022 | To be actioned by the Young Director/Children's Participation Officer | |
| 2.4 High Quality Performance Management to | Ensure timely and high-quality performance | <ul style="list-style-type: none"> Improved interactive | AD | Feb 2022 | Power BI interactive performance dashboards are now in | Children and young people experience |

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| inform practice themes/issues (ILACS March 2020 Recommendation 6 point 35 & 36) | management reporting, which is shared with all managers, senior leaders and members | performance reports <ul style="list-style-type: none"> • Team Managers regular review performance data with their teams • Performance data informs QA activity and practice deep dives | | | place and development work is ongoing | a responsive service |
| | Extend the use of Power BI to all Heads of Service and managers | | BH/Business Intelligence | Apr 2022 | Heads of Service and managers have access to Power BI Priorities for next phases of development agreed | |

**Area 3 – Identify and intervene effectively and proportionately to support children and families in need of help and/or protection:
Right Help, Right Time, Right Place**

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|--|---|--|-------------------------------------|----------|---|---|
| 3.1 The Front Door (Focused Visit March 2019 & ILACS March 2020 Recommendation 1) | Work with partners to develop and implement an effective Front Door including a Multi - Agency Safeguarding Hub (MASH) with clear referral pathways to Children's Services. | <ul style="list-style-type: none"> Continuum of need reflects the partnership vision and the responsibilities and Family Wellbeing service for Early Help and the model of practice with children and families Increase in the number of children and young people supported at the earliest opportunity (early help) Improvement in the rate of contacts accepted as referrals to children's social care (CSC) | HOS Family Wellbeing and Front door | Feb 2022 | Phase 1 of the Front Door changes have been implemented and Phase 2 is in progress (North Tyneside progress report) | <p>Children and young people benefit from timely and robust assessment of their needs and any identified risks. This results in the right intervention/support being provided at the right time and by the right services</p> <p>Children and their families are not subjected to unnecessary assessments and processes</p> <p>Children and their families know where to seek support</p> |
| | Revise the partnership Effective Support Guidance | | NS Safeguarding Children Board | May 2022 | To be actioned | |
| | Launch the Request for Support form | | HOS Family wellbeing and Front door | Feb 2022 | Workshops arranged for the Feb 2022 to launch the new Request for Support form | |
| | Review of outwardly facing information and communications | | HOS Family wellbeing and Front door | Jun 2022 | To be actioned | |
| | Work with partners to improve the | | HOS Family wellbeing | Mar 2022 | Multi-agency representation at the | |

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| | quality of referrals into the Front Door and understanding of the continuum of need | <ul style="list-style-type: none"> • Low re-referral rates to early help and CSC • Improvement in the quality of referrals to the 'Front Door' • Improvement in the quality of children & family assessments across children's services • Stronger evidence of management oversight • Effective and impactful multi-agency oversight of our missing children (from home, care and education) | and Front door | | Front Door has been strengthened (police, domestic abuse, education link, health, family wellbeing). This enables efficient feedback to partners. The Front Door and Family Wellbeing Service are reaching out to partners to provide feedback on referrals | |
| | Work with the Police to support appropriate referrals | | HOS Family wellbeing and Front door | Feb 2022 | Meeting scheduled for the end of January with the Lighthouse Safeguarding Unit and Somerset CC to work together to agreed a shared plan to improve in this area and to complete joint audit of referrals and team training. Involvement in the Avon and Somerset Data Acceleration Project | |
| | Develop a feedback system for partners | | HOS Family wellbeing | Mar 2022 | Feedback form has been developed and | |

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| | and families referring into the Front Door | | and Front door | | this role will be undertaken by the Referral Co-ordinators | |
| 3.2 Family Wellbeing (Early Help) (ILACS March 2020 Recommendation 5 & points 1 & 41) | Outline and publicise the Family Wellbeing offer | <ul style="list-style-type: none"> Strengthened relationships with partners, the voluntary sector, communities and local businesses on the ground Families, partners and communities understand and recognise the Early Help offer. | HOS Family wellbeing and Front door | Mar 2022 | The Family Wellbeing Service Offer is being drafted and workshops arranged for Feb 2022 to launch with partners | |
| | Develop family hubs to coordinate multi-agency Early Help activity for children and their families | | HOS Family wellbeing and Front door | Jun 2022 | Satellite hub and linked family hubs identified. Bid submitted in December 2021 to the Family Hubs: Local Transformation Fund. This outlines our plan for the development of Family Hubs | |
| | Continue to develop the Family Wellbeing (Early Help) Service to increase capacity and improve the offer for vulnerable older children and | | HOS Family wellbeing and Front door | Sept 2022 | Training is ongoing to develop confidence in working with older children Redesigned EHM forms were launched in December to support practice and | |

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| | adolescents (0–25 years) | | | | evidence of intervention and impact Staff are being trained in IAPT The service is supporting families under Afghan Resettlement Scheme Plans are being developed to utilise the Children's Centres/Family Hubs to engage vulnerable young people in the area | |
| | Deliver Family Wellbeing (Early Help) workshops across the partnership | | HOS Family wellbeing and Front door | Feb 2022 | Partnership workshops scheduled for end Jan 2022 | |
| 3.3 Contextual Safeguarding (ILACS March 2020 point 10 and 36) | Strengthen the partnership understanding and response to exploitation via an | A seamless, needs led transition. | HOS Family wellbeing and Front door | Jun 2022 | Refreshed Contextual Safeguarding Steering Group in place (July 2021) | Children and young people are supported, the risks to them reduced and they feel safer in their |

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| | Exploitation Needs Assessment to inform our Exploitation Strategy | | | | <p>Strong links with Operation Topaz. Police plan to expand this to include criminal exploitation</p> <p>Partnership engagement in the RIP Tackling Exploitation project in 2021</p> <p>Recommendation from the project to undertake a Needs Assessment actioned Jan 2022</p> | communities as a result of proactive disruption activity and the development of trusted relationships to enable positive engagement |
| | Continue to improve transition planning for children and young people | | HOS Family Supporting and Safeguarding | Apr 2022 | <p>Transitions Policy reviewed and updated December 2021.</p> <p>Awaiting feedback from the PCF and SENDIAS. Plan to develop a child-friendly version (Area 5 SEND Improvement Plan)</p> | Young people experience seamless transitions and have transition plans in place which clearly identify what needs to happen based on assessed need |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|--|---|---|-------------------------------------|-----------|--|---|
| | Develop missing meetings to include exploitation | <ul style="list-style-type: none"> • A shared understanding of the issue • Timely response to children missing | HOS Family wellbeing and Front door | Apr 2022 | Plan to implement from week beginning 17 th Jan 2022 | |
| | Consider how the system responds to children being exploited i.e. where the traditional child protection process is not working for them. Learn from good practice elsewhere (Wiltshire CC) | | HOS Family Wellbeing & Front Door | Apr 2022 | To be actioned | |
| 3.4 Supporting Children and Young People's Emotional and Mental Health (ILACS March 2020 point 10 and LJAR May 2018) | Develop Improving Access to Psychological Therapies (IAPT) tier 2 training and clarify our trauma informed approach | <ul style="list-style-type: none"> • Practitioners systematically use a trauma approach and trauma informed toolkits • Children and young people do not come into our care due to their emotional and mental health needs | All HOS | Sept 2022 | 3 family support workers have completed their Improving Access to Psychological Therapies training and will qualify at degree level as IAPT practitioners and 2 managers have almost completed the supervisors IAPT training at post graduate level. | Children and young people's emotional and mental health needs are identified early and they receive the right support to avoid escalation and enable them to remain with their families |

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| | | | | | <p>6 new family support workers across children services about to begin the IAPT training</p> <p>We have a practitioner becoming certified in Theraplay</p> | |
| | Strengthen pre-CAMHS services. | | All HOS with health colleagues | Sept 2022 | Funding provided by NSC for Tier 2 mental health support in June 2021. The service is provided by Barnardos and Off the Record | |
| 3.5 Edge of Care | Review current edge of care services and consider the option of developing a crisis response team | | HOS Corporate Parenting | Oct 2022 | To be actioned | Children, young people and their families receive intervention quickly in crisis to support them to remain within their family networks |

Area 4 - Ensure delivery of high quality, consistent practice through a strengths-based practice model and high quality supervision and support

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|---|---|--|-----------------|----------|--|--|
| 4.1 Practice Framework (informed by Focused Visit Dec 2021) | <p>Develop and embed a clear Practice Framework with the service which incorporates a strength, relational based and trauma informed approach and the Signs of Safety model.</p> <p>Continue to embed Signs of Safety/Wellbeing amongst frontline practitioners and managers across Children's Services</p> | <ul style="list-style-type: none"> The practice framework principles are owned by the service and evidenced in our interventions with children and their families and run as a thread through children's records. | AD/PSW | Apr 2022 | To be actioned. Staff workshop to be arranged for Feb 2022 | <p>Children and their families experience a collaborative approach which gives them the confidence to engage with interventions and the motivation to make the changes identified to meet the needs of their children.</p> <p>The lived experiences of children and their wishes and feelings are well understood and inform assessment and planning</p> |
| 4.2 Supervision and management oversight. (ILACS March 2020 recommendation 3 and Focused Visit Dec 2021) | All practitioners to receive high-quality supervision which is focussed on the child's lived experience and their needs, the impact of interventions and identifying outcome | <ul style="list-style-type: none"> Evidence of high-quality consistent management oversight and reflective supervision Bi-annual practice reviews focussed on supervision | PSW and all HOS | Apr 2022 | Supervision practice review competed in October 2021. Supervision Policy and supervision forms have been reviewed in light of the practice review. Sign off being sought via CSLT in February 2022 | Children and young people benefit from timely, inclusive, transparent decision making and achieve improved sustainable outcomes which is supported and enabled by practitioners who |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|--|---|---|-------------|----------|---|--|
| | focussed actions and plans | including senior leaders and members | | | Further practice review of supervision to be built into QA activity in the second half of 2022 | receive regular high-quality reflective supervision and management support |
| | Revise and relaunch the Supervision Policy | | PSW/All HOS | Mar 2022 | The policy has been reviewed and is awaiting sign off. Plan to launch Feb 2022 | |
| 4.3 Children's Plans (ILACS March 2020 point 8 and Focused Visit Dec 2021) | Continue to improve the quality of plans across the service to ensure they address: the child's needs and the identified worries; they are strength based and achievable; outcome focused; reflect the views and wishes of the child; and, contingency plans are in place | <ul style="list-style-type: none"> • QA activity evidences that children's plans are impactful and Specific Measurable Relevant & Timebound (SMART) and ensure the voice of the child is central. • Positive feedback from children | PSW/All HOS | Oct 2022 | <p>Work plan in place via the Systems Governance Board starting February 2022 to review all of the forms on LCS to ensure they support best practice and reflect our practice principles</p> <p>Monthly skills workshops introduced in November 2021 for ISROs</p> <p>1st workshop focussed on planning held with ISROs on 11th Jan 2022.</p> | Children and young people benefit from purposeful planning, informed by creative direct work, which supports more children and young people to remain safely within their families, or secures permanence for them in a timely manner where this is not possible (e.g. through special guardianship or adoption) |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
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| | | | | | <p>Audit of ICPC Plans planned for Feb 2022. Observations of all ISRO's took place in Aug/Sept 2021; to be repeated Feb/March 2022</p> <p>Workshops planned with all staff to develop confidence in writing family led safety plans with the family with actions that are achievable and secure the change needed.</p> | |
| | Ensure all practitioners are confident and skilled with leading Family Network Meetings | | PSW/HOS QA | Jul 2022 | Review of this practice to be planned | |
| 4.4 Advocacy | Increase capacity to offer advocacy for initial and review CP conferences and for children looked after who go missing | | HOS Youth Justice | Apr 2022 | Proposal agreed in principle at CSLT in Jan 2022. Funding arrangements to be confirmed | |

Area 5 – Ensure delivery of high-quality consistent care and provision for children in our care and for care leavers

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|---|---|---|---|-----------------|---|---|
| 5.1 Achieving Permanence (ILACS March 2020 recommendation 4) | Achieve permanence for children by ensuring all children in care have a clear plan for permanence | <ul style="list-style-type: none"> All children have a plan for permanence by week 5 of their care journey Timeliness of pre-proceedings and care proceedings | HOS Corporate Parenting/HOS Family Support & Safeguarding | Review Jul 2022 | Permanence tracking started in Nov 2021 – monitoring and reviewing permanence plans for all children in care | <p>Clear Permanence Plans in place – avoidance of drift and improved, more timely outcomes</p> <p>Increased placement stability</p> |
| | Permanency tracking meetings to take place monthly | | HOS Corporate Parenting/HOS Family Support & Safeguarding | Review Jul 2022 | <p>Permanence tracker introduced and implemented.</p> <p>Process in place for all children in care to be monitored and reviewed</p> | |
| 5.2 Preparation for adult hood and independence (ILACS March 2020) | ASDAN to be started with children in care aged 13 and 14 years | <ul style="list-style-type: none"> Identified elements of the ASDAN programme available for all 13+ years children in care All relevant foster carers and care providers offered ASDAN training | HOS Corporate Parenting | Dec 2022 | <p>Request made to DfE to extend funding of ASDAN worker position post March 2022</p> <p>Develop ASDAN training for foster carers training – course by end of March 2022</p> <p>Roll out training April – July 2022</p> | <p>Improved care leaver preparedness for independence and adulthood</p> <p>Increased numbers of care leavers in EET and improved outcomes</p> |

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| | Increased focus on improving EET opportunities for care leavers | | HOS Corporate Parenting | Dec 2022 | <p>New p/time EET worker post out for advert (6-month post)</p> <p>YP Partnership Board Task & Finish Group on improving EET across North Somerset Plan developed</p> <p>All NEET care leavers will have an individual EET Plan by end of Jan 2022. All plans reviewed by end of Feb 2022</p> <p>Exploration of apprenticeship and employment scheme within NS Council – end of March 2022</p> <p>Planning underway to introduce PAs to care leavers from aged 16.</p> | |
| 5.3 Corporate Parenting | Re-establish Corporate Parenting | <ul style="list-style-type: none"> Corporate Parenting Board | HOS Corporate Parenting | Dec 2021 | Review of ToRs Mar 2022 | Children in care, care leavers and our vulnerable children |

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| (ILACS March 2020 recommendation 5 and point 42) | Board and review membership | <p>meets regularly and is well attended</p> <ul style="list-style-type: none"> Includes children and young people in its membership Board activity ensures that the children's agenda remains as a priority with the Council and its partners | | | | <p>all benefit from a North Somerset wide focus on 'corporate parenting' to improve their outcomes (e.g. health, education and housing).</p> <p>Children and young people are able to actively contribute to the development of supports, services and improved practice across Children's Service</p> |
| | Members and colleagues across the Council and partner agencies in their role as 'corporate parents' to offer practical support and identifiable actions that enable sustainable improved outcomes and life chances for children and young people including employment, education, training and volunteering opportunities | | HOS Corporate Parenting | Ongoing | <p>EET scrutiny sub-group established</p> <p>Themed Corporate Parenting Panel planned to focus on EET</p> | |
| | Continue development of Corporate Parenting Service/brand | | HOS Corporate Parenting | Sept 2022 | Corporate Parenting Cluster meetings established | |
| | Review the local offer with care leavers including exploration of | | HOS Corporate Parenting | June 2022 | Care Leaver Forum relaunch due February 2022 | |

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| | mentoring and apprenticeship scheme | | | | | this meets their needs |
| 5.4 Cultural Identity | Cultural identity and awareness training to be sourced and rolled out to all workers in corporate parenting | <ul style="list-style-type: none"> All corporate parenting staff have accessed and attended identified training. Confident and culturally aware staff. | HOS Corporate Parenting | Sept 2022 | <p>Leaving Care PAs to attend identity training Feb 2022</p> <p>Links with HR and Uni of Bristol – bespoke training</p> | Improved and more responsive service provided to meet the individual needs of children, young people and their families |
| 5.5 Fostering | Review advertising, assessment process and wrap around support including access to the Consult service. Review allowances | <ul style="list-style-type: none"> Increase in enquiries leading to assessment Increased number of in-house foster carers Decrease in the % of IFA placements | HOS Corporate Parenting | May 2022 | <p>12-month plan in place.</p> <p>Targeting villages and towns. Bringing fostering to the community</p> | <p>Increased pool of carers to allow for better matching between children and carers</p> <p>More supported lodgings hosts to allow for a step down towards independence for our young people.</p> |
| | Focused recruitment of mainstream foster and supported lodging carers, and promotion of staying put scheme | <ul style="list-style-type: none"> Development of a Specialist foster carer scheme Increased number of Family Link scheme carers 2 additional Hub carers and | HOS Corporate Parenting | Nov 2022 | <p>Review current Supported Lodgings scheme – underway</p> <p>Awareness raising about Staying Put planned for March 2022</p> | <p>Increased numbers of Staying Put placements enabling young people to</p> |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|----------|---|---|-------------------------|-----------|---|---|
| | Specific recruitment and development of specialised foster carer scheme and expansion of family link carers | constellations - Mockingbird <ul style="list-style-type: none"> • Improved placement stability. • Improved SGO policy and procedures and clearer support in place | HOS Corporate Parenting | Nov 2022 | Task group meetings in place to develop scheme – met in Dec 2021 Family Link meeting to be arranged – Jan 2022 | remain in their foster families Our children have the best support around them Children with additional needs have support from consistent person to support them remaining in the family home. Improved placement stability |
| | Expansion of Mockingbird scheme with two additional Hubs and co-ordination of a regional support network | | HOS Corporate Parenting | Sept 2022 | One potential new home Hub carer identified, and ongoing recruitment of another | Improved placement stability |
| | Review of SGO / Kinship carers support | | HOS Corporate Parenting | Apr 2022 | Mapping session and review dates booked in diary – Jan/Feb 2022 | Increased number of Hubs will mean more support for our carers and children, and improved placement stability Improved service offer – more responsive support provided |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|---|---|---|-------------------------|----------------|---|--|
| 5.6 Children in Care Council (Ambitious Voice) and Care Leavers Forum (Unite) | Relaunch and develop the Children in Care Council and the Care Leavers Panel (to support the Corporate Parenting Panel) | <ul style="list-style-type: none"> Regular meetings in place which are well attended Increased capture of Voice of all Children in Care and care leavers Children in Care and care leavers access support via drop-in. | HOS Corporate Parenting | Apr 2022 | Dates planned for initial Children in Care Council and Care Leaver Forums in Feb 2022 | Increased voice and feedback from young people to help shape future service delivery |
| | Re-open drop in within Town Hall | <ul style="list-style-type: none"> Partner agencies involved in providing support via drop-in | HOS Corporate Parenting | Mar 2022 | Drop in to start Feb 2022 | Greater support for care leavers and Children in Care – greater access to PAs and SWs. Drop In Programme to relaunch in Feb 2022 including themed Drop In's on Accommodation, EET and Health |
| 5.7 Placements | Review all out of county placements and post 16 provision | <ul style="list-style-type: none"> All young people in correct placement that meets their needs | HOS Corporate Parenting | March 2022 | Review to start Jan/Feb 2022 | Children and young people are cared for/supported in provision which meets their needs |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|--------------------------------------|--|--|-------------------------|------------|---|--|
| | Exploration of housing guarantor scheme for Care Leavers and improved housing offer including development of care leaver trainer flat to assist move to independence | <ul style="list-style-type: none"> Increased and improved housing offer available for care leavers | HOS Corporate Parenting | April 2022 | <p>Discussions underway with finance, commissioning, and housing providers</p> <p>Joint Housing Protocol and support for care leavers revised</p> | <p>Guarantor Scheme to extend range of housing options for Care Leavers and secure privately rented accommodation where Social Housing Options may be limited</p> <p>Trainer Flats identified by Care Leavers in the YLBC Survey as being liked and should be brought back as a Housing Option for those Children Leaving Care</p> |
| 5.8 UASC/Asylum-Seeking Care Leavers | Development of hub style support model for UASC carers and support services | <ul style="list-style-type: none"> Carers access support via newly established UASC Network/Forum Network/Forum becomes self-sufficient and runs itself. | HOS Corporate Parenting | Nov 2022 | UASC support planning meetings held in Dec 2021 and Jan 2022 – action plan being developed | Greater support for UASC and their carers |

| Priority | Actions | Success Measures | Lead | By When | Update January 2022 | Impact for children and families |
|---|---|---|-------------------------|----------------|--|--|
| 5.9 Supporting children's emotional and mental health | Development and roll out of ACEs, resilience mapping and worker profiles for all children in care and care leavers Staff training on emotional health, neglect, and ACEs | <ul style="list-style-type: none"> Greater understanding of the needs and past traumas / experiences of our Children in Care and care leavers. | HOS Corporate Parenting | April 2022 | ACE's form to be completed end of Feb 2022 Resilience Mapping – awareness sessions Feb 2022 – roll out March 2022 | Children in care and care leavers receive timely support to meet their emotional and mental health needs |
| | Develop emotional and mental health offer | <ul style="list-style-type: none"> Recruitment to vacant Psychologist post. Development of Consult team More responsive support service for all Children in Care, care leavers and carers | HOS Corporate Parenting | Dec 2022 | Discussions ongoing with CCG re recruitment to vacant Psychologist post | Improved understanding and awareness of support needs of our Children in Care and care leavers |

Area 6 – Ensure there is high quality support in place to support children with Special Educational Needs and Disability (SEND), including when transitioning into adulthood

See SEND Improvement Plan [ADD LINK](#)