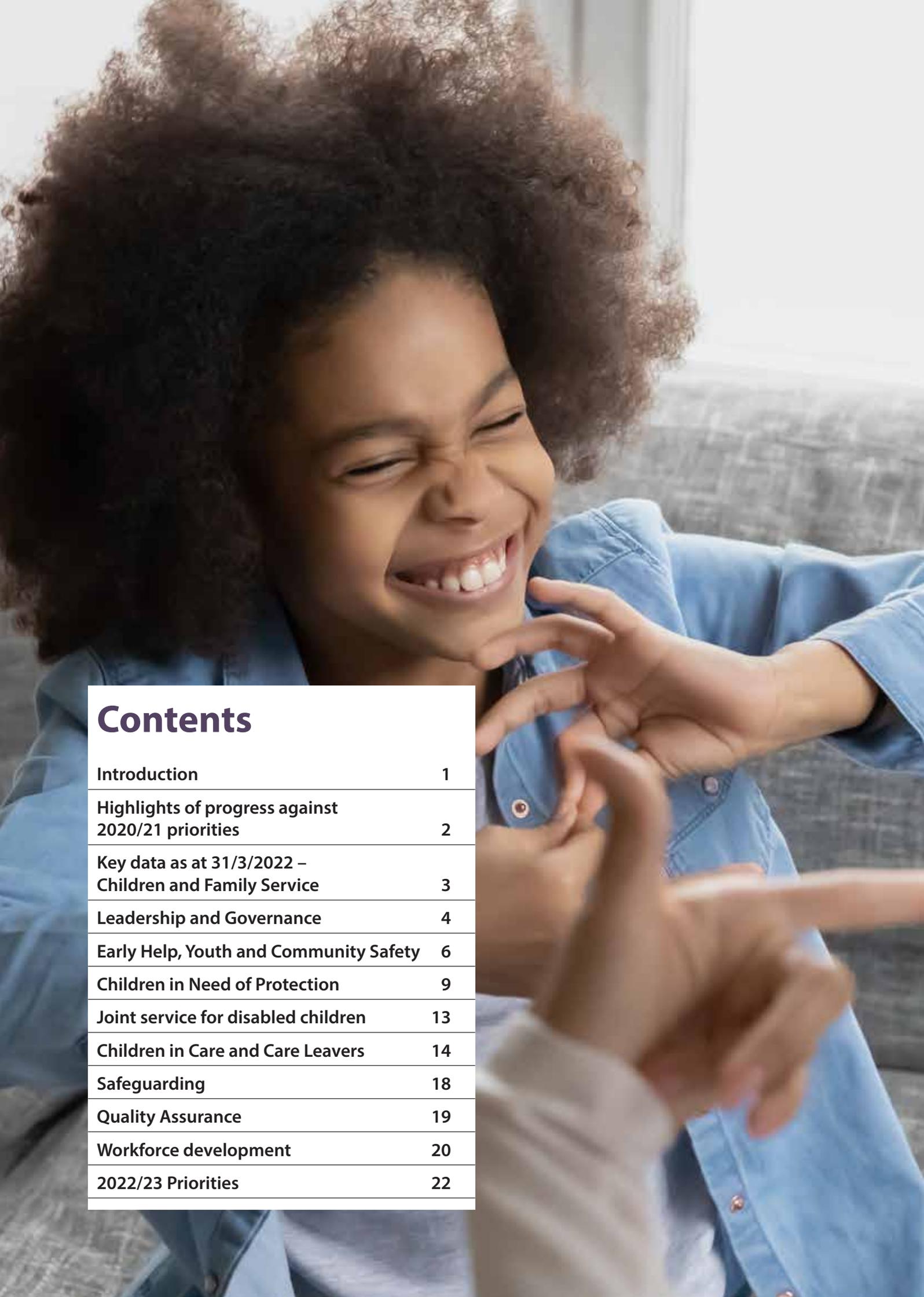




Enfield Children and Family Services SELF EVALUATION 1st April 2021 – 31st March 2022





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Introduction

- During 2021/22 children's services in Enfield had to respond to the challenges faced by children and families due to the Covid-19 pandemic by focusing on recovery and ensuring our services continued to deliver to the highest possible standards.
- As national restrictions eased there was a significant increase in face-to-face contact with children and families. Technology continued to play a key role in minimising infection risk. Blended ways of working with children, families and partners are now the norm and used across all services.
- National children's social worker shortages were also felt in Enfield, resulting in the increased use of agency staff and periodic increases in social work caseloads.
- In the height of the lockdowns, we know children were less visible to partner agencies, with schools having fewer children attend, other services were not seeing children regularly with many children at home. This meant the infrastructure that would normally pick up early indicators of concern was not there, this showed in concerns being in an acute state when referred to children's social care services.
- Throughout the year we continued to deliver services working hard to improve the quality of social work practice and the lived experiences of children, striving to include and hear voices of all children and young people where possible.
- This document provides an overview of what has gone well, what has been a challenge and what needs to happen, using audit findings, data and performance. The data within this report is for the period April 2021 to March 2022 unless otherwise stated.

Highlights of progress against 2020/21 priorities

We have:

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- Made progress in catching up with health and dental checks for children in care that had been delayed due to the pandemic.
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- Set up two adolescent safeguarding teams and a contextual safeguarding hub. Widened our contextual safeguarding approach to include bespoke work with parents. Created a youth panel to reduce re-offending and launched a social care and youth justice joint protocol.
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- Increased participation of our young people with the relaunch of the care leavers hub and increased the number of care leavers on apprenticeship schemes.
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- Redesigned key services such as Early Help which now sits with other preventions services such as youth and community, strengthening the delivery of our early intervention.
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- Undertaken more quality assurance exercises, including an internal review of the Leaving Care service, an audit peer review and a culture survey with staff to understand what it is like to work in the children and family's service.
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Key data as at 31/3/2022 – Children and Family Service

	<p>333,587 residents 5th largest London borough by population 27% (91,444) of population aged 0-19</p>
▼	<p>187 stepped down to early help services, a decrease from 198 in the previous year.</p>
▲	<p>91 families stepped up to statutory services an increase from 39 in the previous year.</p>
▲	<p>22,788 MASH contacts an increase from 20,034 in the previous year.</p>
▼	<p>71.9% C&F assessments completed within 45 days a decrease from 90.1% in the previous year.</p>
▲	<p>2289 child protection investigations an increase from 2,078 in the previous year.</p>
▲	<p>333 children subject to child protection plan an increase from 254 in the previous year.</p>
▲	<p>627 Children with a CIN plan (allocated to a SW) an increase from 472 in the previous year.</p>
▲	<p>396 Children in care an increase from 391 in the previous year.</p>
▲	<p>305 care leavers aged 18+ an increase from 284 in the previous year.</p>
▲	<p>53 new allegations meeting LADO threshold an increase from 40 in the previous year.</p>

Leadership and Governance

- Enfield has an experienced and committed departmental, corporate, and political leadership team that puts children first. The leadership structure includes Full Council, Cabinet, Overview and Scrutiny committee and several standing panels including, the Children, Young People and Education scrutiny committee.
- Councillors are included in the membership of, the Corporate Parenting Board, the Fostering Panel, Schools Forum, Enfield Youth Justice Service management board the Learning for Excellence Partnership and the Member/Governor forum. The Cabinet Member for Children Services is also a participant observer of the multi-agency Risk Management Panel.
- The senior management team has been stable providing calm and consistent support to frontline staff. New Heads of service have successfully settled into their roles following the retirement of long-standing heads of service.
- Senior leaders continued to have clear oversight of performance and practice; with weekly activity report collated throughout the pandemic. The performance and quality assurance cycle remained in place, meetings took place virtually, which included:

Weekly		<ul style="list-style-type: none">• Placement panel chaired by Director of Children and Family Services
Fortnightly		<ul style="list-style-type: none">• Senior Leadership Team
Monthly		<ul style="list-style-type: none">• Care Leavers Panel chaired by the Director of Children and Family Services• Operational Management Group chaired by the Director of Children and Family Services• Practice and Performance Board chaired by the Executive Director – People• Continuous Improvement Board chaired by the Director of Children and Family Services• Complex Issues Panel chaired by Director of Children and Family Services.• Corporate Assurance Board chaired by the Chief Executive.
Quarterly		<ul style="list-style-type: none">• Multi-Agency Risk Management Panel chaired by the Executive Director-People

-
- Senior leaders share regular updates with the Cabinet Member, the Leader of the Council and the Assurance Board chaired by the Chief Executive.
 - Challenges around staffing numbers in the year resulted in increased caseloads in some teams, senior leaders took effective action by investing in a range of workforce initiatives to stabilise staffing, reduce caseloads and build more capacity across services for example recruitment overseas, sabbaticals and retention payments.
 - Leaders have worked constructively with partners to strengthen the response to exploitation, therapeutic support to unaccompanied minors and domestic abuse.
 - The Enfield Safeguarding Children Partnership (ESCP) continued to have strong scrutiny arrangements in place. The original independent scrutineer arrangements ended in March 2022 new plans are in place for the forthcoming year which includes rotating partnership chairing.
 - This year we were one of 10 local authorities that took part in the Independent Review of Social Care helping to influence national reform.
 - We rebooted our practice model Signs of Safety, developed a trauma informed parenting programme and transformed the Family Hub model in Enfield.
 - Hearing the voice of those we work with, is a priority, leaders have ensured the voice of young people and staff has influenced the design of the future Children's Hub where all Children and Family's will be based late 2022.



Early Help, Youth and Community Safety

Early Help

- 1,976 referrals for early help services. Early help services were involved with families an average of 3-6 months.
- Early Help service has been well resourced recognising the local need, with an average caseload of 10 children per caseworker.
- There are a range of early help services including seven parenting programmes that supported 68 parents. The young carer Assessor has supported 18 children during the year.
- 520 young carers aged 5-18 years are registered with the Enfield carers centre. The support offer includes weekly homework clubs, wellbeing sessions and access to mentoring.
- This year, as part of the government's Supporting Families programme we helped to improve the lives of 538 families.
- We launched a pilot "Project Dove" which focuses on violence reduction, social prescribing, providing Early Help to young people at risk of serious youth violence.
- Launched a joint initiative focusing on the most vulnerable 15 families living in temporary accommodation providing them with wrap around support to reduce risks of homelessness and improve outcomes for children.
- We implemented the Engage project in the Wood Green custody unit providing support to young people arrested and presented in the unit. Capitalising on the reachable and teachable moment we provided follow through Early Help support within the community.
- Our children centre provision delivered from five primary schools, despite the challenges of the pandemic, reached out to 3,044 families with 1,796 families registering with children centres.
- Children Centres provided targeted family support to 223 families, of which 200 were referrals and 23 families were reached through the Family Support drop-in, 162 Early Help Assessments were completed.
- The health Visiting (HV) service that the local authority commissions is aligned with Children Centres as part of our focus on providing the best start in life. 97% of infants received face to face new birth visit by the HV service.
- Early Help services case file audits continue to show good practice, with over 85% of audited cases graded either good or outstanding.



IMPACT – feedback

'the caseworker is very helpful, she helped me fill out relevant applications forms for Let's Talk – IAPT service, which I would have not completed if she did not assist me'.

(Mother)

Youth Services

- Youth services deliver a strong youth offer in the borough that includes universal services from five youth centres, Summer University, Holiday and Food activities programme, mentoring, detached youth work, outreach youth support in schools, participation projects and contextual safeguarding youth work. In June 2021, Council launched a new dedicated Youth Centre in Ponders End.
- 2,463 young people engaged with the outreach team in the community. This included being signposted to positive activities in the borough. There were 14 outreach targeted locations.
- In response to young people sharing to outreach staff the impact on their mental health and well-being, due to the pandemic disrupting their school structure the Student and Wellbeing Ambassador programme (SWA) was developed training students to become ambassadors in schools.



Feedback From SWAs:

“Lower School students are opening up more to the presence of SWAs doing floating support.

“We’ve enjoyed meeting new people and helping others especially in Lower School. The younger years really open up to us.

“We’ve been enjoying our ambassador duties, including rota in the snug

- Summer University during school holidays delivered 131 structured learning courses, providing positive diversion activities to 848 young people.
- Inspiring Young Enfield engaged over 5,000 young people in a range of enriching and learning programmes, providing young people support with well-being, employability skills and staying safe.



IMPACT – feedback

I was extremely impressed with the range of courses on offer to teenagers. My daughter, who never participates in any extracurricular activities signed up to do the first aid course. She attended with a friend, enjoyed the day, said the trainers were nice and enjoyed learning about first aid. She understood the information and demonstrated this to me when she got home. It will be a useful tool for her as she wants to start babysitting.

A brilliant opportunity (Parent about Summer Uni)

Youth Justice Service

- The Youth Justice Service is well integrated within Children and Families services. The implementation of the joint working protocol between social care and youth justice service has seen improvements in information sharing and care coordination of high risk and vulnerable young people. There is good evidence that the introduction of joint supervision is leading to better working together and joined-up approaches.
- The joint working protocol with SEND service was developed and launched last year and its effectiveness will be measured as part of 2022/23 quality assurance programme.
- There has been investment in developing a Strengthening Families approach, creating 3 family coaches to provide whole family support to families of young people involved in offending. The new service has had 34 referrals of families with children involved in offending or at risk of, with early impact evaluation showing positive outcomes.
- The youth Integrated Offender Management (YIOM) project was implemented in response to higher levels of re-offending, early indicators show positive impact with 31 young people on the project not re-offending.
- There was a 26% reduction (98 to 73) of First Time Entrants from previous year during 2021/22. This is positive and is attributed to our strong early help and intervention offer including the investment into Triage and use of Community Resolutions. The number of young people receiving a custody outcome remained on average below 5% which indicates confidence of the work of the service.
- There was a significant reduction of 44% in the use of remands from the previous year (from 41 to 23), an indicator of the court's confidence in the work of the service alongside the effectiveness of the joint working protocol with social care, supporting high risk vulnerable young people in the community.
- The ETE outcomes range for young people in youth justice is between 75%-88% against 85% target.
- Quality assurance audits have been undertaken and an externally commissioned review of these reports highlight positive improvements in practice. A service redesign was completed in March 2022 to further strengthen the focus on driving quality of practice.

Community Safety

- The number of Serious Youth Violence victims in Enfield increased by 32.3% in the year to March 2022. 352 victims were recorded in the borough compared with 266 victims in the year to March 2021, an increase of 86 more victims. This year is still 41.8% lower than pre-pandemic year end March 2021 (499).
- Our aim to reduce SYV is underpinned by a public health approach focused on early Intervention partnership and commissioned work. New initiatives have included a violence reduction social prescribing project, funding for project Vanguard secured to increase therapeutic support for young people at risk of SYV and exploitation, contextual safeguarding youth work, team around the school pilot, safer spaces project and outreach mentoring in A&E.

- 31 Prevent referrals resulted in 16 cases being discussed in Channel panel. Home Office funded projects have been delivered and completed, these included projects focusing on improving safeguarding practices in unregulated spaces and projects aimed at increasing awareness of radicalisation amongst professionals working in domestic abuse space.
- The Prevent team delivered 17 training events to 249 staff including foster carers. In addition, 31 training events were delivered to schools with 1,002 attendees receiving training. 29 workshops/assembly events were delivered, raising awareness and educating 2,124 students.
- There was a 13.7% decrease in domestic abuse violence with injury (DA VWI) offences. Community Safety continues to commission perpetrator programme, IDVA service and has been working with housing towards the DA Housing Alliance Accreditation.

Children in Need of Protection

MASH

- There were 22,788 MASH contacts, an increase from 20,034 in the previous year. This was the highest number of contacts in the past 4 years. Police, schools and health services continue to be the main referrers.

Number of MASH Contacts – 4 year trend

2021-22	22,788
2020-21	20,034
2019-20	17,741
2018-19	17,815

- A review of the threshold guide led to an updated version being piloted by the MASH team at the end of the year, the new guide has resulted in an increase of referrals to Early Help and improved quality of referrals to the Assessment and Intervention Service.
- The domestic abuse hub has been relocated into MASH, where they provide immediate advice and support to those experiencing abuse. The move recognised the abuse hubs core role interfacing with the public.
- There were 3,850 contacts made to children and family MASH relating to domestic abuse and 94 calls were made to the domestic abuse hub. Overall, there were 6,470 domestic abuse incidents recorded, a slight decrease from 6,598 in the previous year. In May 2022, SOLACE will be co located in the MASH. This will enhance MASH with the inclusion of accredited specialist SOLACE workers.
- Partnership working is strong in the MASH and the daily emergency duty team (EDT) handover meetings have been beneficial in ensuring multi-agency information is shared at the earliest opportunity. A professional consultation line is due to be launched in September 2022 for designated leads to seek advice and guidance.

- To increase understanding of MASH amongst partners and staff, MASH have provided shadowing opportunities. A range of staff and organisations have taken up this offer including schools, public health, and youth development service to date with further visits planned.



IMPACT feedback – MASH visit survey

Q1: How would you rate your understanding of what a MASH does before you spent the day with the team (scale 0-10)? “5-6”. this increased to 9-10 at the end of the day.

Q3: Was there anything new that you learnt from spending the day in MASH? *“The referral process, and triage pathways. The different teams involved and referral outcomes”* GP

Assessment and Intervention

- As of 31st March 2022, there were 2,540 young people subject to a multi-agency child protection strategy meeting. This is a 22% (2,078) increase on last year. 80.1% of child protection investigations led to an initial child protection conference a slight decrease on the previous year (82.9%).
- During 2021/22, there were 4,302 children and family assessments were completed, an increase on the previous year, with 71.9% of completed within 45 working days, a decrease on last year’s 90%. Linked to vacant posts and Covid related absence.

Percentage of completed assessments within 45 days

2021-22	71.9%
2020-21	90.10%
2019-20	87.4%
2018-19	74.10%

- There was a rate of 9.40 (per 10,00 child population Cafcass care applications) an increase on last year from 7.30. In total there were 111 children subject of care applications. As of March 2022, there were 16 child protection cases in Public Law Outline (PLO).
- Five legal planning meetings, where advice was sought for a Forced Marriage Protection Order took place, this is the same number as last year. The safeguarding children partnership has led on forced marriage training, attended by children social care staff.



IMPACT – feedback

Email from an organisation sharing information from a parent re: one of the social worker's.

"... Mum shared that your approach with E allowed him to feel comfortable enough to share in more detail his abuse. She explained that you used videos to allow E to understand that he is not alone and that other children have gone through similar experiences to him. She also reflected that bringing the family together to sit around the table and discuss E's experiences, helped to unify them as a family. From your short intervention with the family, Mum feels that you have had a significant impact on E's current wellbeing and she is very grateful for all of your support with the entire family. It was incredibly warming to hear what a great impact your open and containing practice has made for this family. I hope that you will share this feedback with your manager..."

Child Protection and Child in Need

- As of 31st March, there were 627 children allocated to social workers on a child in need plan (CIN), this was an increase of 33% on the same time last year (472).
- Audits continue to demonstrate that there is quality direct work with children and their voices heard and CIN plans are improving.
- As of 31st March, there was a 40% increase in the number of children subject of a Child Protection Plan from 237 at the end of last year to 333 at the end of March 2022 – a rate of 39.5 per 10,000 children. There was a slight reduction in the timeliness of plans being reviewed from 78% from 83.3% last year.
- The number of children subject to a CP plan for a second or subsequent time (having been subject to a CP plan at any time previously) is currently 5.9% this is a decrease from 7.8% last year. This continues a downward trend.



IMPACT – feedback

"At the family conference and PLO group, I felt that I was listened to. I also have a very good social worker; very helpful, professional and understanding. Things are moving in the right direction. XX's education has improved. She is now very much into her education and she now has her friends round to do their homework" (14 year old's parent).

Child Specialist Services

- The child specialist service consists of the domestic abuse team, adolescent safeguarding team, contextual safeguarding hub, and the emergency duty team (EDT).
- The domestic abuse team holds a small caseload of children to enable more intensive work. There is a dedicated perpetrator lead who has worked with approximately 12 perpetrators on a 1:1 basis, delivering sessions and supporting wider development across the team with respect to the challenge of working with individuals who perpetrate domestic abuse within intimate personal relationships.
- In June 2021, two adolescent safeguarding teams (AST) were set up to provide a more integrated response to exploitation, serious youth violence, missing episodes, and 'edge of care'.
- The adolescent safeguarding teams have worked with a total 281 young people over the last year. 245 of these young people were supported to remain at home, 16 came into local authority care and 20 were assisted to access supported accommodation.
- The contextual safeguarding hub collates, analyses, and maps intelligence to find trends and 'hot spots', which can further support effective safeguarding practice both on an individual and community level.
- Case file audit continue to show good practice, with 83% of 12 audited cases were graded either good or outstanding.
- There were 383 missing occasions during the year relating to 131 children of which 44 were looked after children. All missing children are offered an independent debriefing on their return, approximately 50% take this up. Information is shared with police and relevant social workers to inform their risk assessment / analysis and safety planning. Where the young person is known to the youth offending team, a discussion takes place to decide who would be best placed to conduct a return home interview.



IMPACT

In October 2021, Enfield took part in the Independent Review in Children Social Care, the final report was published in May 2022, Enfield's Adolescent Safeguarding Teams, was chosen as a case study as an example of multi-disciplinary response to extra familial harm. The embedding of an education lead had resulted in increased attendance for young people and our trauma informed workshops for parents had resulted in parents have a greater understanding of extra-familial risks to their children.

Wider response to contextual safeguarding

- Partnership work with the Pupil Referral Unit has included seconding a social worker for 2 years with direct link into the contextual safeguarding hub.
- Workshops have been delivered with the support of a psychologist to address trauma. By end of March four workshops had been delivered. All parents requested one-to-one sessions. 6 one-to-one sessions have been held with one mother requesting a further session to include her 13-year-old son.
- In June 2021, the Safeguarding Adolescents from Extra-familial harm (SAFE) panel focussed on children, aged up to 18, (25 where appropriate) was set up. The panel considers the context of the harm, the level of known risk and considers what the partners can do to disrupt, protect, and prevent harm. The panel offers healthy challenge between agencies and has led to better understanding of what extra familial risks are and what has worked to increase safety.
- A total of 64 new referrals were discussed at SAFE. Of the 64, 53 had a primary concern of criminal exploitation and 11 of sexual exploitation. The most common type of harm referred to SAFE is criminal exploitation followed by serious youth violence. This year there has seen a noticeable decline in the number of CSE cases referred. In response bespoke training has been developed to raise awareness.

Joint service for disabled children

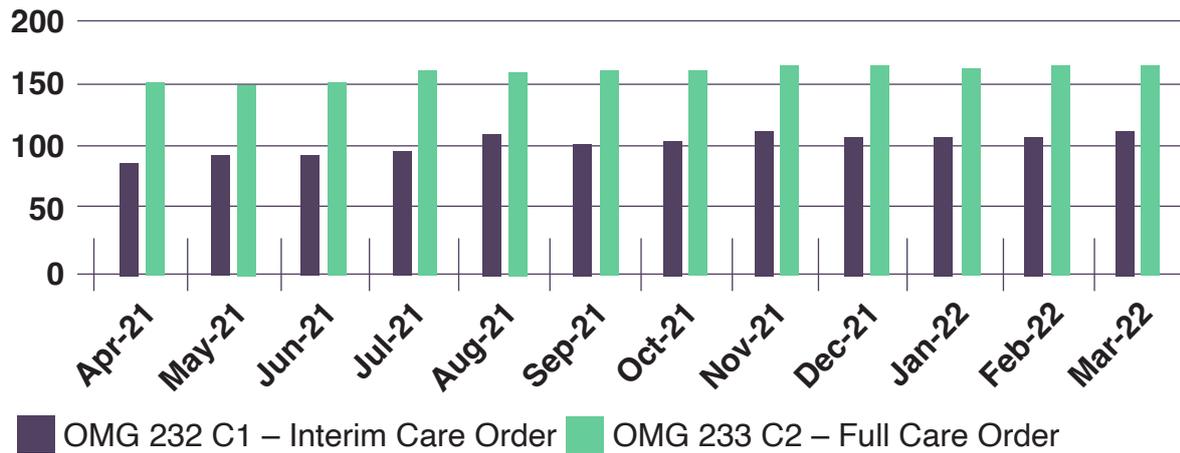
- The Joint Service for Disabled Children comprises of the specialist social work service, preschool support home visiting service, early years keyworker service and a specialist short breaks and family support service. Services are delivered in house 7 days per week at Cheviots, specialist play, and home care providers are commissioned, and families can also access a personal budget to arrange the support that best meets their child and family's needs.
- The services and support are designed to provide fun activities for the child, an opportunity to meet with their friends or be supported to access community activities and provide a break for the parent from their caring responsibilities to support family life.
- At the end of March 2021, 344 children were receiving a service from JSDC. There were 254 new referrals for short breaks, this is an increase on last year (150). 159 of those children and young people had a diagnosis of Autism.
- In Enfield, there is a well-established mechanism in place for co-production, consultation, and engagement with parents/carers. The JSDC has worked in partnership with Our Voice Parent Carer Forum, Enfield National Autistic Society and Carer 2 Carer. Parents and carers play an integral part in decision making processes are fully engaged in shaping, developing, implementing, and evaluating services and pathways for support.
- Parent representatives attend strategic groups and workstreams and participate in all discussions relating to commissioning of new providers, development of the Local Offer and SEND provision in the borough. They are equal partners in the work we do.

Children in Care and Care Leavers

Looked After Children Service

- At the end of March 2022, 396 children were looked after, compared with 391 the previous year and 395 at the end of March 2020. Although there has been a slight increase, the number of children has remained relatively stable over the past 3 years. Enfield's looked after children rate (45 per 10,000) remains lower than the statistical neighbours (59.10 per 10,000) and the national average (67 per 10,000).

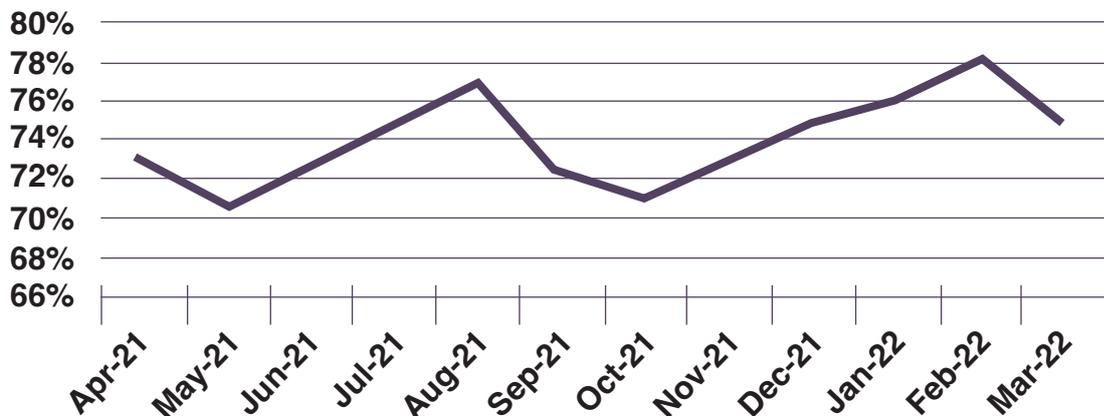
No: Children subject care orders



- As of March 2022, there were 113 interim care orders and 162 children on full care orders.
- The number of unaccompanied asylum-seeking children accommodated by the local authority decreased from 38 in March 2021 to 33 children at the end of March 2021.
- Placement stability for children in local authority care stays high at 74.8% an increase from 72.7% in the previous year.

N1063 LAC Stability of placements: length of placement

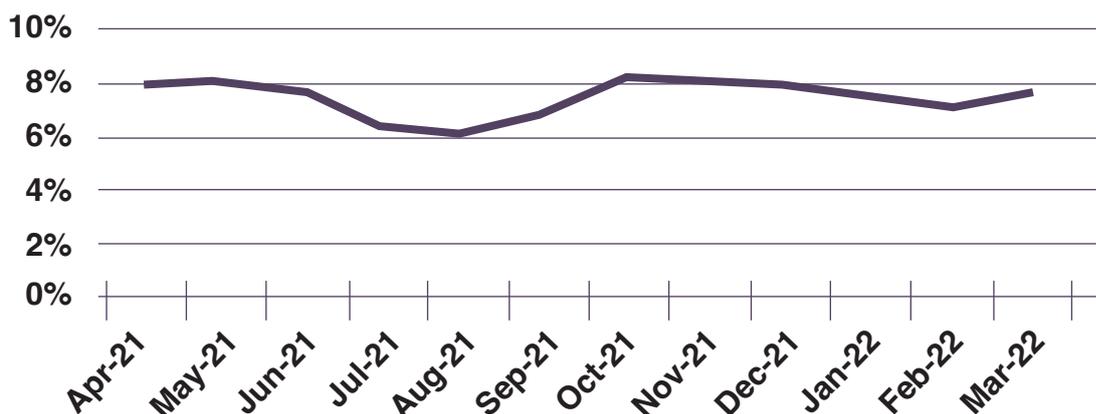
(under 16's, continuously LAC for 2.5 yrs + living in the same placement for at least 2 yrs)



- There was a decrease in the number of children placed with in-house foster carers down to 45.7% from 49.9%. The number of Looked After children who have had 3 placements or more remains low at 7.6%.

N1062 LAC Stability of placements: number of moves

(three or more placements during the year)



IMPACT – (Social worker), Looked After Children Service

The Judge said: “Ms M.’ evidence was clear, fair and honest. She is an efficient, child focused, hardworking and compassionate social worker. Her records are detailed and clear. She has a good relationship with the children (and the parents) and they are fortunate to have her as their allocated social worker. Ms M..is a highly competent social worker and a credit to the local authority. I have no hesitation in accepting her evidence”.

- The impact of the pandemic continues to be felt and is reflected in court proceedings not being concluded. This means for some children and family social workers have continued to be involved beyond the time that would have been expected.
- Audits are regularly undertaken to look at the quality of social work delivered to our children in care, generally the practice has been found to be good, with areas of improvement found around case files.
- This year saw the launch of New Beginnings a service that supports women who have experienced their children being permanently removed from their care and women who are at risk of further pregnancies that may result in additional care proceedings. The New Beginnings team are currently working with thirteen women.

CAMHS HEART, Virtual school & KRATOS

- The virtual school is incorporated into the wider Health, Education & Access to Resources Team (HEART) and is co located with the social work services for looked after children.
- Overall attendance of looked after children in 2020/21 was 93%, which is above national and statistical neighbours. Persistent absence in 2020/21 was 22% against a national average of 30.4%.
- Looked after children in Enfield also achieved better outcomes than peers.



“Enfield Virtual School was robust and rigorous with attendance monitoring and strategies.” DfE, January 2022

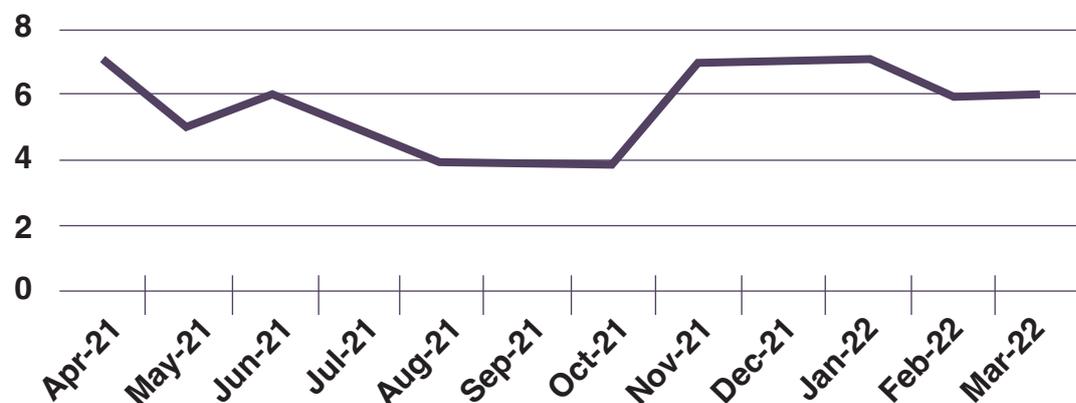
- There were no looked after children permanently excluded from school in 6 years and school suspensions are in line with the national average.

- Almost all eligible looked after children have an up-to-date personal education plan (PEP).
- KRATOS (the children in care council) have contributed to the development of policy, strategies and guidance. They have also enjoyed trips to museums, swimming and other leisure activities culminating in an achievement day attended by 68 children and their carers.

Fostering and Permanence

- Special guardianship cases have continued to grow this year there were 26 SGOs made to families.
- 6 Adoption Orders were granted and at the end of March 2022 there were 6 children in adoptive placements awaiting court dates for their final hearings.
- A robust approach continues to be used by the fostering recruitment and assessment team to recruit foster carers in a very demanding climate. This year 17 new foster carers were assessed and approved. In 2022/23 we will be looking at 'invest to save' initiative to increase on this number.
- Virtual training has continued to be offered to foster carers, with the mandatory Paediatric First Aid delivered in person. Foster carers had access to a range of training internal and external. Over the year they booked 894, places. Total number of courses offered 42.
- Private Fostering, Parenting Capacity Assessment (PCA) and the Contact Centre sit under the Fostering and Permanence service.
- The Contact Centre team delivers in the region of 100 supervised contact sessions per week to children and their birth families/siblings. The growing demand in this area has resulted in leaders investing in two additional contact supervisors. We have also built two pods in the garden of the centre to increase room capacity.
- The Parenting Capacity Assessment team have had to provide a number of updated court directed assessments due to the delays in court caused by the pandemic, which has affected cases being concluded within timescales.
- The number of private fostering arrangements has remained steady. As of March 2022, there were 6 privately fostering arrangements.

SGB028 Number or Privately Fostered children registered with Children's Social Services



Leaving Care Service

- Care leavers are a strategic priority in Enfield, there is a comprehensive Local Offer which was updated in 2021. As of March 2022, there were 305 care leavers aged 18+, this was an increase from 284 in the previous year. 49.2% were in employment, education or training a decrease on 63.7% in the previous year.
- The STAAH Panel (Striving to Achieve and Aim Higher Panel) regularly reviewed care leavers who were not in employment, education and training. This panel is attended by a representative from the youth offending team. There has been investment to recruit an EET coordinator and an EET care leaver apprentice and the development of a CAMHS 18+ post to support care leavers with mental health issues.
- The pandemic impact reduced the number of health appointments available. This year, together with the LAC Health Team the backlog and take up is now improving. The percentage of young people with up-to-date Immunisations has gone up from 53% last August (2021) to 85% in February 2022. Dental check-ups have gone from 30% in August 2021 to 80% in February 2022.
- Unaccompanied Asylum-Seeking Children (UASC) experienced far longer periods of uncertainty, as the Home Office progressing their asylum claims was delayed due to the pandemic. At the end of February 2022 74 young people were waiting for an outcome on their immigration claim by the Home Office.
- Four care leavers were supported to access apprenticeship opportunities within the Council. One of the apprenticeships is being completed within the leaving care service and one is in the MASH.
- Two new specialist posts were created within the HEART teams to help care leavers access:
 - to therapeutic (trauma informed) support. This is aimed for care leavers over the age of 18 who do not meet the criteria for adult services but would benefit from this intervention and
 - to Education, Training and Employment opportunities.
- The care leavers hub was re-launched in July 2021 to promote participation and provide opportunities to access and engage with different services face to face. A representative from partner organisations has a weekly presence at the Hub to support young people in different areas including benefits, substance misuse, tenancy management, Education, Training and Employment and advocacy.
- The Asylum and Immigration Leads Working Group (AIL) has been operational since March 2021 with the purpose of promoting professional development in this highly technical area. This group is supporting best practice and is allowing the Leaving Care Team to better understand and address the specific needs that young people who are seeking asylum, have otherwise insecure immigration status or are recognised as refugees. Amongst other achievements, through the AIL Group, we have supported our EU Looked After Children Nationals to access settled status as well as to apply for their UK Citizenship.
- An online survey was distributed amongst care leavers to aid gathering young people' views on the quality of the semi-independent placements they were living in as well as their overall opinion on the service they were getting from our team. The data collected in the survey provided positive and reassuring data. This included:

-
- 82% of the young people confirmed they are either satisfied or very satisfied with their current placement.
 - 97% of the young people say that their key worker is supportive to their needs.
 - Nearly 90% confirming they felt safe in the placement they were living in.
 - 88% confirming they felt fully supported by their Social Worker/Personal Advisor.
 - 85% of the young people that took the survey are either satisfied or very satisfied with the overall service that they are getting from the Leaving Care Team. The remaining 15% of young people have had their cases checked and their comments addressed where necessary.
 - Monthly care leavers panel set up to oversee the needs of care leavers including progression of pathway plans. This ensures consistency in decision making, equality of provision and reviews proportionate use of resources that are needed to help young people achieve positive outcomes.

Safeguarding

FGC Service:

- The family group conference team was launched in October 2020 with the aim of helping families to find solutions to reduce the likelihood of children coming into care. 159 family group conferences took place and 90 reviews.
- There is strong evidence that the family group conferences have contributed to better outcomes by reducing the time children are subject of child protection plans or subject to legal proceedings.
- Families and professionals are provided with feedback following every family group conference. Families view the conference process as an opportunity to build family connections, and empowering themselves to contribute positively to the child's care plan.

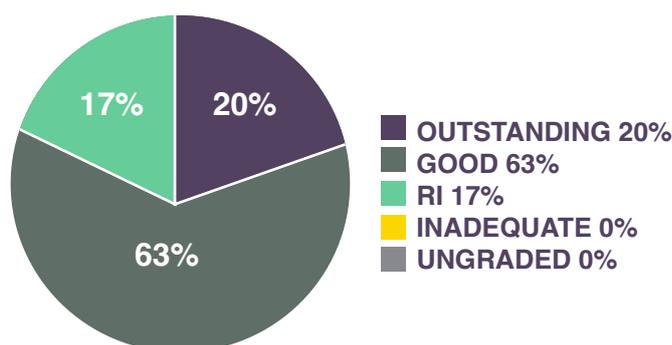
Allegations against staff and volunteers:

- The service dealt with 75 referrals and 192 consultations during 2021/22 compared to the 67 consultations provided during 2020/21. This was due to the partial closure of schools and other education provisions during the Covid pandemic where most referrals originate from.
- The Enfield LADO continues to provide bimonthly training to foster carers and designated leads from schools and early help.
- An annual LADO report is produced which is shared with the Cabinet Member and relevant Scrutiny Committees.

Quality Assurance

- Quality assurance (QA) activity has driven up standards across all services. Senior managers respond quickly to meet changing needs and demands for services. Action plans are devised and monitored via the Practice and Performance Board and the Continuous Improvement Board.
- The Independent Reviewing Service managed within the Safeguarding and Quality Service maintains autonomy from case holding services. There are quarterly meetings with the Executive Director-People, Director of Children and Family Services and Head of Safeguarding to hear the observations of IRO's on operational practice.
- Performance information is provided regularly and enables managers to have an overview of effectiveness and understand what actions and areas of further development are needed. This is supplemented by data analysis to inform improvement actions. We continue to review our data to ensure it tell us what we need to know.
- Activity and performance information at individual, team and service level is obtained. This information is used routinely at team meetings, service management meetings and the monthly Practice and Performance Board.

Children & Family Service Audits 2021-22



- In addition to the usual audit moderation program Practice Leads have:
 - Reviewed the quality of the service to care leavers
 - observed team and service managers supervision and provided feedback to improve practice standards.
 - participated in sector led improvement programme focused on consistency of auditing across the NCL.
- There were 259 cases audited as part of the regular moderation programme. Of the 259 cases, 20% were considered outstanding, 63% good, 17% required improvement, with no cases deemed inadequate.
- Auditing is well embedded within all services; leadership have a clear line of sight on the quality of practice. Each audit section is now graded, this provides a fuller understanding on the quality of practice. Moderated audit reports completed by Heads of Service are reviewed by the Executive Director-People and Director of Children and Family Services.
- Following on from last year's audit consistency workshops, consistency guides have been developed and adapted for different services.

Workforce development

- Ensuring sufficient numbers of high calibre staff is a key priority for Enfield Children Services. To that end, short term, medium- and longer-term plans are in place to ensure succession of suitably qualified staff.
- To improve recruitment rates, we adopted different strategies that included overseas recruitment, care coordinators who progressed to social work posts, recruitment and retention payments.
- There was further investment in the longer-term strategy of growing our own social workers, with another cohort of 3 social work apprenticeships starting in September 2021, with a commitment of a further 6 places to be offered in 2022.
- We have continued to attract a high number of students and newly qualified social workers (NQSW), with 25 students in placement and 24 NQSWs. Our Assessed and Supported Year in Employment (ASYE) programme has been internally reviewed and a cohort system and a readiness to practice programme has been put in place aimed to better prepare NQSWs.
- In December 2021 Skills for Care carried out a Quality Assurance visit of the ASYE programme, and the support given to NQSW's.



The reviewers noted: *“There was general acknowledgement by people the reviewers spoke to that there are good things happening and the ASYE programme is striving to further continuous improvement. The program has been on a significant improvement journey over the past 12 months..... “The NQSW’s spoke positively about how they felt their individual needs were considered, feeling the authority and the program were very responsive to any requirements, several the NQSW’s giving examples of how their needs had been met”.*¹

- This year staff had access to a range of training courses delivered both virtually and face to face. They had access to bespoke courses put on by their individual teams as well as 33 courses offered via the Centre of Excellence and externally. Of the 33 courses, 1,283 places were booked this is an increase on 1,174 in the previous year. We have ensured that all social work training is aligned to Post Qualified Standards and the Professional Capabilities Framework.
- Training this year included a continuation of Trauma Informed Practice training continued to be rolled out across Children and families, including police and education colleagues.
- Enfield continues to be part of the North London Social Work Teaching Partnership which complements the local comprehensive learning and development programme for social workers. Individual teams also commission team specific training.
- In November we held our whole children services conference themed resilience, recovery. 205 staff members attended, overall, the feedback was good, with many staff taking away practical ideas on how to look after themselves.

¹ Taken from Skills for Care letter, December 2021

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- Our focus on attracting and shaping leaders for the future continued, with the delivery of a bespoke social care Service Managers training programme, which is now being developed for middle managers across social care.
 - We continued to support managers to attend a range of specific programmes including Firstline social work management programme, Practice Supervisor Development Programme (PSDP), Leaders for London, Black and Asian Leadership Initiative (BALI) and Upon Aspiring directors were promoted and managers were supported to join.
 - Expenditure on the professional development of the children's workforce has been maintained despite the challenging financial context.
 - Prior to the National Accredited Assessment System (NAAS) ending we had been part of the pilot and had been on the way to meet our target of practitioners being assessed.
 - We undertook a cultural conversation speaking to staff across children services. This provided insight into issues that make staff stay in Enfield and things they would like to change. 320 across the whole of the Children and Family Service participated, 81% of the workforce. Of the 320, 193 were registered social workers, both case holders and non-case holders.
 - The survey found the experience of Enfield Children and Family Services is an inclusive culture that is professional, helpful, and supportive. Caseloads and limited business support were identified as areas that could improve the overall experience of practitioners working in Enfield Our social care workforce report being well supported by managers with staff safety and emotional wellbeing being given priority.
 - Listening events regularly take place and are an opportunity for the Executive Director- People and the Director of Children and Family Services to obtain feedback from social workers and other frontline staff.

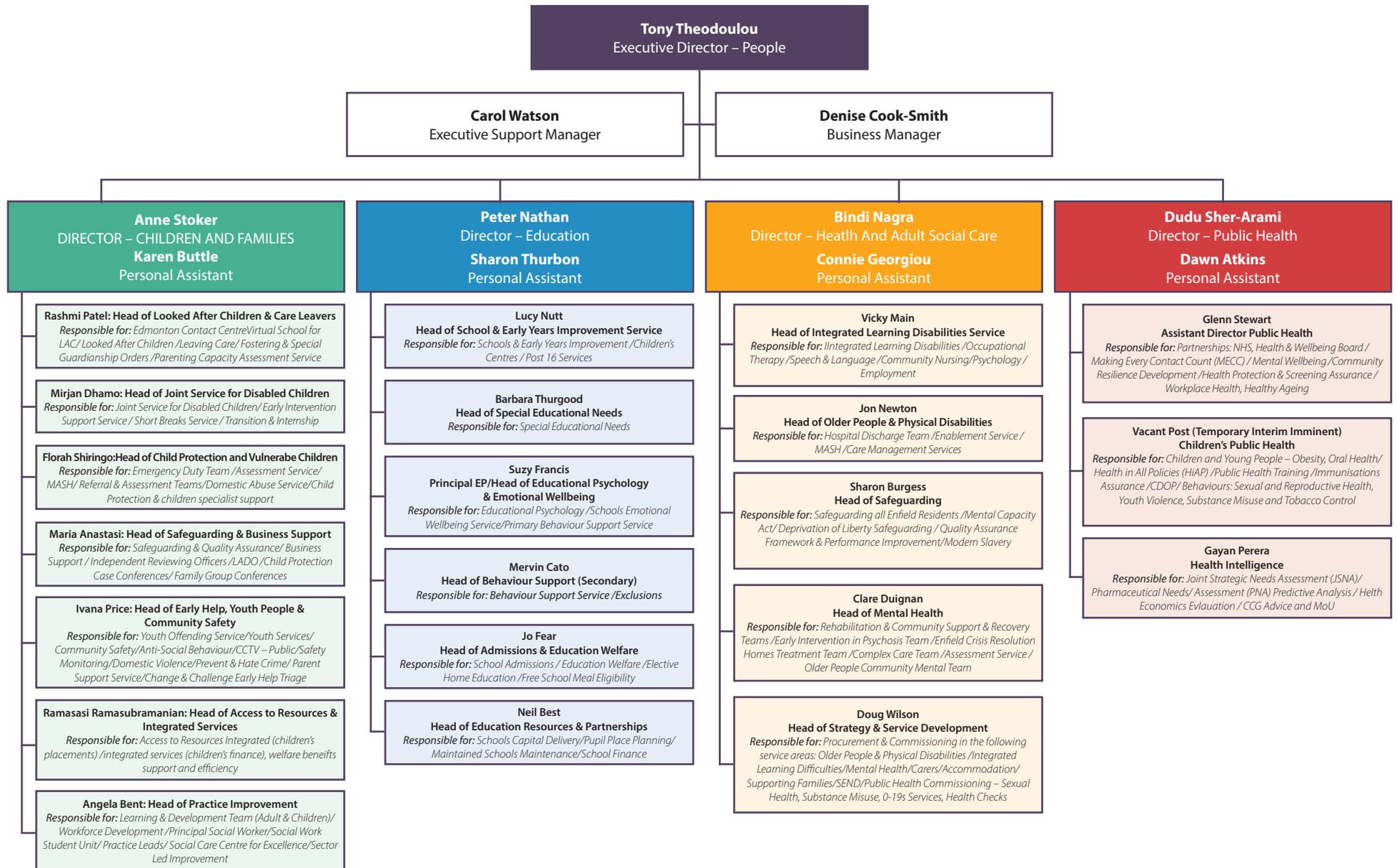


2022/23 Priorities

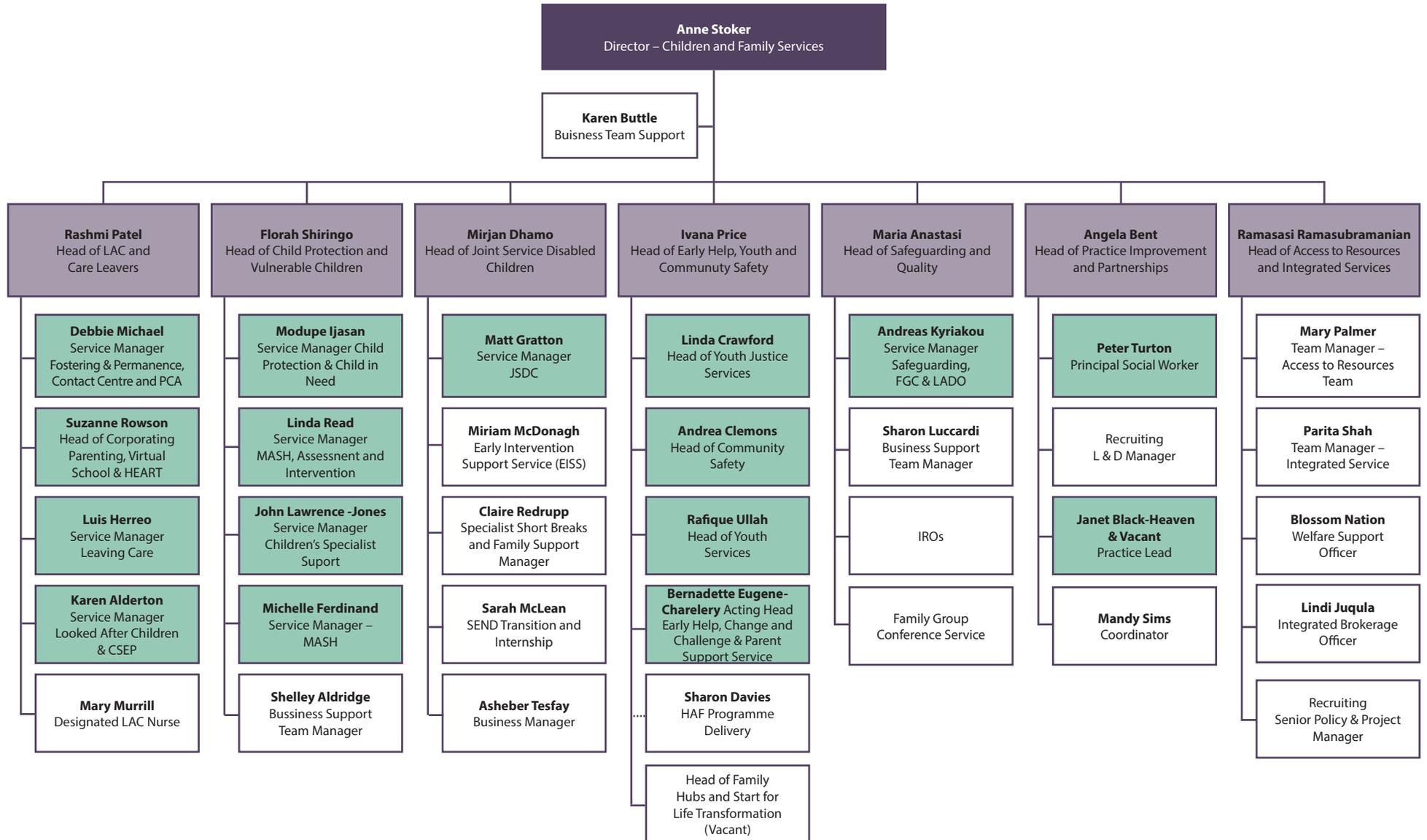
- Launch bespoke middle management program.
- Ensure that service user feedback is recorded on case files.
- Develop Family Hub model
- Relocate services to the Children Hub
- Launch “Enfield Talks” giving parents and carers the opportunity to share their experiences of the children and family services
- Review impact of New Beginnings
- Continue to work on consistency of case work including updating plans after significant events
- Workforce recruitment and retention
- Improve timeliness of assessments



Appendix 1



Appendix 2



Senior Leadership Team
 Organisational Management Group

