



Department
for Education

Children's Social Care National Framework

**A government response to the consultation
on principles for practice, expected
outcomes and indicators**

September 2023

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Ministerial Foreword

David Johnston OBE MP, Minister for Children, Families and Wellbeing



Children's social care has the power to transform the lives of children, young people, and families. It is crucial that those who need help, protection and care can access the very best services, where those providing support hold the highest aspirations for their futures.

I am honoured to have been appointed Minister for Children and Families at such an exciting time for children's social care. It is clear we have a once-in-a-generation opportunity to make meaningful sustained change in the lives of children and families across the country. My predecessor, Claire Coutinho MP, had already kick started the important work of turning this opportunity into reality. We set out our strategy for transforming children's social care in February, when we published *Stable Homes, Built on Love*. This strategy, built on six key pillars of reform, responds directly to the recommendations in the Independent Review of Children's Social Care, the Child Safeguarding Practice Review Panel's review into the murders of Arthur Labinjo-Hughes and Star Hobson, and the Competition and Markets Authority's children's social care market study. Together, these reviews challenged everyone who works with, and for, children and families to improve the services they provide to help some of the most vulnerable children and young people in our society.

The Children's Social Care National Framework (National Framework) was one of the day-one commitments Government made following those reviews.

The National Framework brings together in one place the purpose of children's social care, principles for practice and the outcomes that should be achieved for children and young people. Alongside the Children's Social Care Dashboard (Dashboard) and planned Practice Guides, the National Framework will be instrumental in building a system that is driven by evidence informed practice.

The Dashboard will help us all understand how well we are achieving the outcomes for children's social care and identify areas for learning. We will bring the data into one place, with an interactive tool. It will help us all better understand where challenges lie, locally or nationally, collectively helping us learn and work towards our shared ambition of improving the lives of vulnerable children and families.

Introducing the first Children's Social Care National Framework and Dashboard is a pivotal moment for professionals to think about how we work with children and families, and how we remain focussed on achieving ambitious outcomes through that work, so that all children, young people, and families can thrive.

Thank you to everyone involved in the consultation process for sharing your views with us. The National Framework is a product that all leaders and practitioners should feel captures the principles and ambitions you spend every day working towards, so your engagement and feedback is crucial to its success. I am particularly grateful to members of the National Practice Group. They've shared their expertise to inform the National Framework and Dashboard, helped us reflect on consultation responses, and are continuing to provide support as we prepare to issue statutory guidance later this year.

I was deeply impressed by the amount of knowledge, dedication and skill that came across in the consultation responses. To those of you working in children's social care, we have heard how you value and are already trying to work towards many of the outcomes set out in the National Framework. And, we have heard your concerns too, and have taken on board your comments for how the National Framework and Dashboard could be most effective. I hope you feel this document reflects your feedback and is clear in our next steps.

I look forward to working with you all to ensure that we achieve the best possible outcomes for our children, young people, and families.

A handwritten signature in black ink, appearing to read 'David Johnston', written in a cursive style.

David Johnston OBE MP

Minister for Children, Families and Wellbeing

Executive Summary

In February 2023, alongside the publication of *Stable Homes, Built on Love*, government's strategy for reforming children's social care, the Government launched a consultation on the **Children's Social Care National Framework** and the **Children's Social Care Dashboard**.

The new National Framework describes the outcomes that local authorities should achieve for children, young people, and families. The Dashboard is being created to establish a stronger learning infrastructure for children's social care, helping to bring transparency to the system and ensuring that the impact of children's social care practice can be understood. Taken together, the National Framework and Dashboard will raise quality and consistency of practice.

The consultation on the National Framework and Dashboard took place over 14 weeks, from 2nd February to 11th May 2023. During the consultation, we heard a range of views from the online consultation and at over 30 engagement events that involved around 500 people from local authorities, education, health, and police, as well as members of the public.

Throughout the consultation, we heard from many individuals and organisations who agreed that there is value in setting shared outcomes for what children's social care should achieve.

In this document, we set out the feedback on the National Framework and Dashboard, as well as specific feedback on the practice associated with proposed outcomes and enablers.

In summary, the main changes we will make to the National Framework include:

- reviewing the structure to make it more user-friendly, including giving visibility to the role of practice supervisors and creating a version for use with children and young people
- introducing a new chapter on how multi-agency working enables positive outcomes for children and families
- **Outcome 1:** emphasising the importance of practitioners building trusted relationships with families, and more content on the first interactions families have with children's social care
- **Outcome 2:** strengthening the focus on family networks, including areas of practice where family networks do not always have consistent attention
- **Outcome 3:** addressing gaps to emphasise the complexities and nuances involved in decision-making, and to highlight the content on harms outside the home more clearly

- **Outcome 4:** strengthening the focus on meeting individual needs for children and young people, including making clearer links to the practice described in Outcome 2
- **Enablers 1 and 2:** reviewing the language so that it is inspirational for the workforce, encourages professional development, and reflects the responsibilities of a broad set of corporate and political leaders who influence the context for practice

The main changes we will make to the Dashboard following feedback are to:

- publish, in December 2023, a plan for phasing roll-out of the Dashboard, alongside a short list of indicators
- plan a roll-out that takes an iterative approach through which we can test, evaluate and improve the Dashboard and indicators
- continue to develop our data strategy for publication by the end of 2023

Going forward, the Department for Education (DfE) will continue to work with the National Practice Group to revise the National Framework and iterate the Dashboard indicators, ahead of issuing the statutory guidance by the end of the year.

We will also provide advice to local authorities as they embed the National Framework in practice. We are committed to driving evidence informed practice and we will work with the sector to develop the infrastructure that helps everyone to continue to learn and improve. To do this we will use existing forums that encourage peer reflection and learning in the sector. We will make sure that the outcomes of the National Framework shape our work across the children's social care reform programme, including as we deliver Practice Guides, the Early Career Framework (ECF) and the knowledge and skills statement for family support workers.

Local authorities should start to get ready for the new guidance now, beginning conversations with their practitioners, practice supervisors and leaders, as well as local safeguarding partners and relevant agencies, so that everyone can understand how practice will evolve in light of the National Framework.

Introduction

About the consultation

In February 2023, the Government published *Stable Homes, Built on Love* (Built on Love), a strategy for reforming children's social care. The strategy set out plans to support children's social care to become a system that continually learns and improves and makes better use of evidence and data and, as part of this, government will set greater national direction for practice. Central to this ambition is the introduction of a new **Children's Social Care National Framework (National Framework)**, to be issued as statutory guidance by the end of the year, and a new **Children's Social Care Dashboard (Dashboard)**.

The commitments made in *Built on Love* respond to three independent reports published in 2022 relating to the children's social care system. These reports identified problems in practice, and highlighted how inadequate support for children, young people and families leads to poor and costly outcomes. These reports include:

- the Independent Review of Children's Social Care
- the Child Safeguarding Practice Review Panel's national review into the murders of Arthur Labinjo-Hughes and Star Hobson
- the Competition and Markets Authority's report into the children's social care market.

The National Framework and Dashboard are part of the wider reform programme across children's social care, which, as well as responding to the three reports above, will include a new Data Strategy, a new Kinship Strategy and will incorporate learning from the Child Safeguarding Practice Review Panel's review into safeguarding children with disabilities and complex health needs in residential settings as well as findings from the Independent Inquiry into Child Sexual Abuse.

We would like to thank all of those who provided feedback through the consultation, sharing their opinions and personal experiences. Your views on what needs to change in the National Framework and Dashboard will be used to inform our next steps and will help to make sure that the outcomes set for children's social care are the right ones.

The response to the National Framework and Dashboard consultation is published alongside the responses to the consultation '*Stable Homes, Built on Love: Implementation Strategy*'. Where respondents offered views and feedback on the National Framework and Dashboard in responding to the '*Stable Homes, Built on Love Implementation Strategy*' consultation, we have sought to reflect their views in the analysis presented here.

Responding to the consultation

We heard from countless passionate and determined leaders, practice supervisors and practitioners throughout the consultation, who were all committed to providing the highest quality support to children, young people, and families. We also heard about the difficulties in practice.

We have carefully analysed and considered the responses we received to the consultation. The vast majority of feedback was clear that a shared vision for children's social care, and shared expectations for the outcomes that children's social care should achieve are important. We also heard that it is just as important that these expectations for practice should not be so prescriptive that they stifle innovation or create barriers to supporting families. **In light of all the feedback we received throughout the consultation, our central aim, to introduce the National Framework and raise the quality of practice, remains unchanged.**

"We think it's good to have a national framework, and this will help to standardise practice across local authorities. The national framework will set a benchmark for the expectations of how we want to work as practitioners." - Children's social care leader

This document sets out the government's response to the consultation and covers:

- National Framework feedback
- Dashboard feedback
- specific feedback on the practice and indicators associated with the proposed outcomes and enablers

Engagement during the consultation

The consultation on the National Framework and Dashboard ran for 14 weeks between 2 February and 11 May 2023. The consultation was open to the public and responses could be submitted via the online platform, Citizen Space, by email, or by post.

As part of the consultation process, we arranged a broad range of events to meet with, and talk to, those who will be affected by the introduction of the National Framework and Dashboard. These events were supported by members of the National Practice Group. We heard from around **500** people from across the country, through over 30 engagement events, including:

- 2 events for members of the public, held online and advertised on Citizen Space

- 2 events for social work practitioners, held in Sheffield and in London, with the support of Social Work England
- 18 events across the 9 regions in England for leaders and practitioners in local authorities
- a number of roundtables with representatives from the police, health, education and academia, as well as with Principal Social Workers, Directors of Children's Services and local authority data specialists.

In addition to engagement through events, we received **159** responses to the online consultation. In responding to the consultation, we have incorporated views from the engagement events with the online and emailed responses.

What we asked in the consultation

Through the National Framework and Dashboard consultation we asked for feedback on:

- how clear and easy it is to understand the National Framework
- what people thought of the proposed expectations for practice in the National Framework
- how the National Framework could strengthen the expectations for multi-agency working
- how the Dashboard could support continuous learning and improvement
- how often data should be published as part of the Dashboard.

We also consulted on each of the proposed outcomes and enablers, inviting respondents to share detailed reflections on the practice expected from leaders and practitioners, as well as inviting feedback on proposed Dashboard indicators. The outcomes and enablers we consulted on were:

- Outcome 1: children, young people and families stay together and get the help they need.
- Outcome 2: children and young people are supported by their family network
- Outcome 3: children and young people are safe in and outside of their homes
- Outcome 4: children in care and care leavers have stable, loving homes.
- Enabler 1: the workforce is equipped and effective
- Enabler 2: leaders drive conditions for effective practice

Methodology

Through a competitive tender, DfE contracted York Consulting to produce the analysis which has been used to inform the government response. York Consulting used a three-stage approach for analysing consultation responses.

- **Phase 1: data review and preparation** – DfE cleaned and checked data from events and online responses. This process removed personally identifiable information. The data was then uploaded to coding software, Nvivo 14. Analysis of closed questions were undertaken using Excel.
- **Phase 2: analysis of responses** – online responses were analysed by researchers using a combination of coding approaches. All respondent data was coded under thematic codes. Responses for each thematic code were summarised under each question. Notes from workshops were shared with the research team and were reviewed and treated equally, alongside analysis of online or emailed responses.
- **Phase 3: reporting** – each question in the consultation was reported on. Quantitative, or closed questions, were presented as a chart with text explaining what the results may mean for the consultation. Qualitative, or open questions, were described by the themes that emerged from responses.

There were a number of limitations in analysing the input from the consultation. Participation in the consultation was on a self-selecting basis, the findings are therefore unavoidably not representative of the whole population. In responding to the questions, some individuals provided detailed responses to earlier questions, addressing subsequent questions in their initial answers. Similarly, some individuals reiterated their views across the questions.

We have grouped responses from the online consultation portal into the following categories:

- Children's social care leader (35): these were defined as leaders of council services including corporate leaders and leaders of children's social care, including Directors of Children's Services
- Representative group (29): this included children's charities and professional groups such as trade unions and memberships organisations
- Children's social care practitioner (24): these were primarily local authority staff, including social workers and practice supervisors. This group included some practitioners who had lived experience of receiving services from children's social care

- Received services from children's social care services (15): this group included people with lived experience of interacting with children's social care provision, including kinship and foster carers
- Practitioner from other agency (9): these were practitioners from other agencies involved in children's social care or child protection, including health and police practitioners
- Children's social care data and performance staff (9): these were staff working in local authorities who lead on data and performance areas of practice
- Other (24): this group included academics, other professionals and those who preferred to remain anonymous

We spoke to nearly 500 attendees at the in-person and online consultation events, including around 350 children's social care practitioners and leaders, around 40 practitioners from other agencies, 67 members of the general public, 17 academics and 14 representatives from charities.

We have selected quotes from responses and included these to illustrate sentiment to the National Framework and Dashboard. Respondents had the option to give consent to be published and respond individually, as an organisation, or anonymously. We have noted this below when attributing quotes to individuals and organisations.

What happens next

National Framework

In response to the consultation feedback we received, we will revise the National Framework to be issued as statutory guidance by the end of the year. Throughout this document, we summarise the key changes that we expect to make. The National Framework will be published alongside the revised Working Together to Safeguard Children (Working Together) guidance, which has also been consulted on (21 June 2023 – 6 September 2023).

As stated in Built on Love, local authorities will have a year to embed the National Framework, working with their partners to reflect on their practice and identify priorities for change their practice with children, young people, and families. We will provide additional information, support, and examples of best practice, to help local areas consider how they can best achieve the outcomes described in the National Framework.

Dashboard

In response to the consultation feedback, we are reviewing the indicators that will help us measure the outcomes and enablers set out in the National Framework. We will draw on the feedback and suggestions submitted (see Annex A) as part of this process. We recognise that we do not currently have the data needed to measure all the outcomes so we will be undertaking work to identify specifically what needs to be collected and how best to do this. Practice in children's social care is complex and sensitive, so the process of developing ways to collect the right data will take time, especially in some areas.

So that we can test, learn, and evaluate the Dashboard and indicators, we will be looking to phase roll-out of the Dashboard from 2024. As part of the phased approach, we are interested in enrolling an early adopter region or group of LAs. Indicators and the Dashboard will evolve over time as data gaps are filled and the Dashboard itself is developed and enhanced.

Listening to children, young people, and families

We are committed to making sure that the voices of children, young people, and families are shaping reform. We will publish a version of the National Framework for children and young people alongside the statutory guidance in December. We are currently working with Coram Voice and Barnardos to help us engage with children and young people. We are running several events this year to speak with children and young people about the National Framework and Dashboard. The importance of the quality of the services and support that children and families receive came through strongly during our consultation.

As such, understanding the experience of children, young people, and families is an area we will be addressing as part of our work on the Dashboard.

Main findings on the National Framework

This chapter responds to general themes on the National Framework. Through the consultation we asked several overarching questions. These were:

1. To what extent do you agree that the National Framework is clear and easy to understand?
2. What do you think of the expectations for practice described in the National Framework?
3. How could the National Framework strengthen the expectations for multi-agency working?

Making use of the National Framework

In the online consultation and at consultation events, we asked: to what extent do you agree that the National Framework is clear and easy to understand? We received 141 online responses to the question. As this was a quantitative question, Figure 1 shows the analysis.

We also posed this question at consultation events. The main themes related to readability, audience, and the National Framework’s relationship with other guidance or expectations for practice.

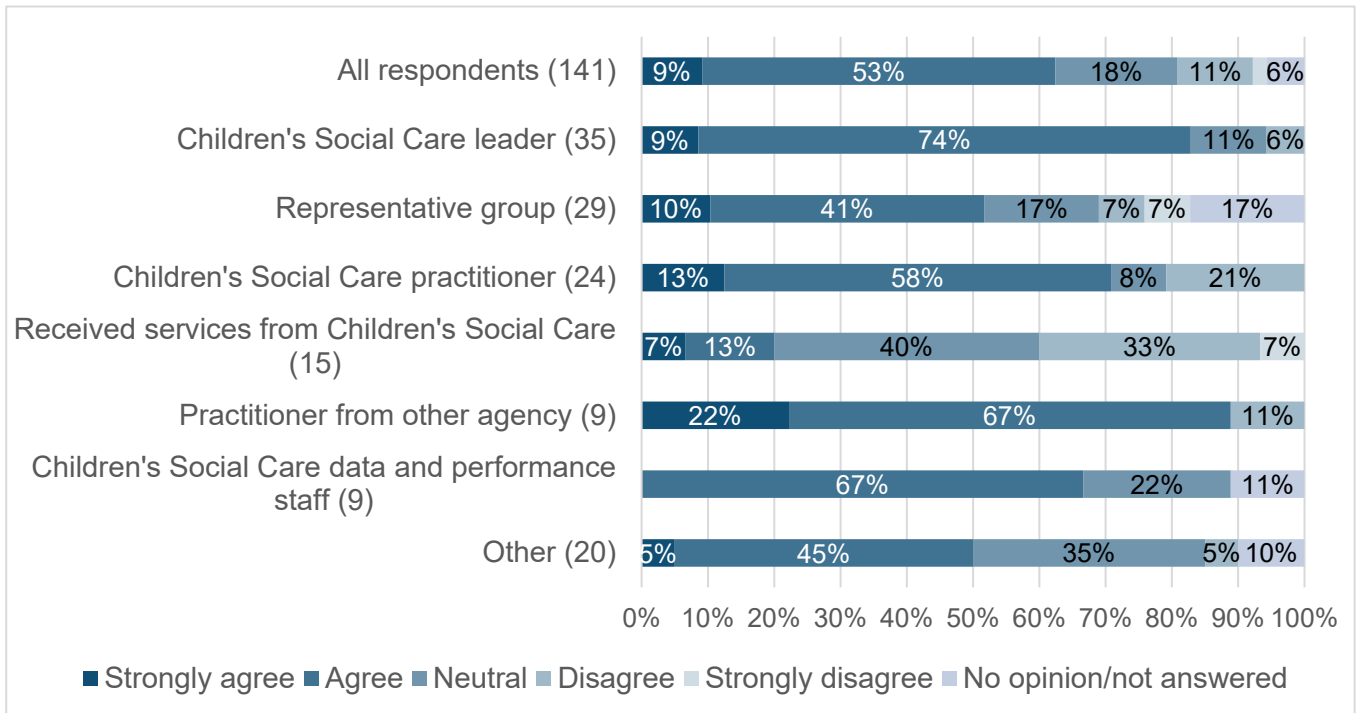


Figure 1: To what extent did respondents agree that the National Framework is clear and easy to understand?

On readability, three fifths of those who answered this question online agreed or strongly agreed that the National Framework is clear and easy to understand. Respondents at events expressed similar feedback. Leaders of children's social care were the most likely to agree that the National Framework is easy to understand, and responses also showed broad agreement with the idea of a National Framework and the role it will play in the system.

"[The] Framework prioritises the best interests of the child, ensuring that their welfare, safety, and well-being remain at the centre of all decision-making processes." - Multi Agency Practitioner

However, the confidence in ease of use of the National Framework is much lower for individuals who have experience of receiving services from children's social care. Others shared feedback that suggested the National Framework is too long and at times, repetitive. They believe that this will make it more difficult for individuals to read and some of the content could be streamlined.

"The Framework is quite long and includes repetition which means that it is not as clear as it could be." - Representative Group

Some consultation responses shared that they felt that the guidance did not give adequate visibility to the important role of practice supervisors and those managing practitioners, particularly given their influence on outcomes as key decision-makers in practice.

Relatedly, some respondents to the consultation reflected that the definition of leaders already included in the National Framework does not go far enough to emphasise the corporate and political leaders that support Directors of Children's Services and contribute to the culture where practice can flourish.

Through the consultation we also heard feedback from leaders and practitioners who said they felt that the outcomes and expectations in the National Framework were in line with existing practice and reflect many of their priorities.

"The expectations for practice are detailed and they resonate with leaders and practitioners' day to day work." - Anonymous

However, respondents felt that more explanation was needed to clarify how the National Framework should be understood alongside existing guidance, such as Working Together and Keeping Children Safe in Education. Respondents also asked for further information on how the National Framework, together with the Dashboard, will be used to inform inspection.

Government response – making use of the National Framework

It was positive to hear that many leaders in children's social care felt that the National Framework resonated with the values and practice that they aspire to, and that it could be easily understood. However, we are concerned by feedback that suggested children, young people, and families would not yet be able to use the National Framework to understand how practitioners in children's social care will work with them.

We will develop a version of the National Framework for children and young people, working alongside Coram Voice and Barnardo's, and, when in place, the new Children and Young People Advisory Board announced in Built on Love. We will continue to listen to the sector and our National Practice Group, which includes members with lived experience, as we do this. Children and young people have a vital part to play in our vision to transform children's social care and we want to ensure their voice is at the core of our work. We will also review the structure of the National Framework to increase its readability and reduce repetition across the document.

It is important that the National Framework recognises, and gives appropriate visibility to, the role of practice supervisors. We will introduce sections to the outcome and enabler chapters to be clear on how practice supervisors can use their roles to work towards the expectations in the National Framework. We anticipate that practice supervisors in this context will mean those leading and managing teams in children's social care, with oversight for the practice and decision-making of other members of staff. We will also emphasise the important role that the most senior leaders in local authorities play in shaping the context for practice, highlighting how they can support Directors of Children's Services in their mission to deliver the best possible outcomes for families.

Alongside addressing concerns about general readability and audience, we accept that there is more work to be done to address how the National Framework should be read alongside existing guidance and reform. We will learn from the consultation on Working Together (21 June 2023 – 6 September 2023) and will draw out links between the two statutory guidance documents to be clear about how they interact.

We know that there is a need for clarity on the interactions between reform of children's social care, and planned reforms to services for children and young people with special education needs and disabilities (SEND), as set out in the government's SEND and Alternative Provision Improvement Plan earlier this year. As part of this, DfE will ensure that there is alignment between the SEND National Standards and the National Framework. In addition, we will consider and ensure that the recommendations made in 'Safeguarding children with disabilities and complex health needs in residential settings',

phase 2 report¹ will inform both the SEND National Standards and the National Framework.

Respondents asked for clarity on how the National Framework and Dashboard will be used to inform inspection judgements. Ofsted inspect local authority children's social care services and have an important part to play in supporting local authorities to learn, by sharing what works most effectively to deliver the best outcomes for children, young people, and families.

Ofsted's framework, [inspecting local authority children's services](#) (ILACS), will take account of how well the National Framework is embedded in local authorities and the difference it is making locally for children and families. The Dashboard is a tool for learning, and we are clear that all indicators will need to be understood in their context, not on their own. Ofsted may consider data published in the Dashboard in inspection and annual engagement, but the Dashboard will not be used to prompt Ofsted to undertake inspection. As set out in Built on Love, Ofsted will continue to look at how ILACS can be rebalanced in practice, so that inspection can continue to act as a lever for improvement in line with reforms.

¹ Safeguarding children with disabilities and complex health needs in residential settings – Phase 2 Report, published by the Child Safeguarding Practice Review Panel in April 2023

You said, we will – making use of the National Framework

You said the National Framework should:

- be more user friendly to improve readability, including for children, young people, and families
- give greater visibility to practice supervisors and wider leaders in local authorities
- include more information on the relationship with existing guidance and Ofsted inspections

In redrafting the National Framework, we will:

- review the structure of the National Framework and develop a version for children and young people
- introduce sections of the National Framework to give visibility to practice supervisors and wider leaders
- strengthen the narrative in the guidance on how to read the National Framework alongside other documents

Expectations for practice

In the online consultation and at engagement events, we asked: what do you think of the expectations for practice described in the National Framework?

Along with the feedback from events, 125 respondents answered this question in the online consultation. The main themes relating to the expectations for practice include support for what the National Framework asks of those working in children's social care, a desire for greater clarity in the language or terms used in the National Framework and concerns about the barriers to meeting the expectations included in the guidance.

More than half of the online respondents agreed in principle with the expectations for practice. Respondents thought they were in line with existing best practice and in the best interests of children and families. Leaders and practitioners in children's social care, along with representative groups, were most likely to agree in principle, and practitioners from other agencies or from data and performance teams were least likely to agree. In consultation events, many shared that they believed the outcomes for children's social care, along with the purpose and principles for practice, were broadly right and embody the values they seek to put at the heart of their work with children, young people, and families.

"I agree in principle to what the strategy is trying to achieve. Support for families to stay together is a great first step..." - Children's Social Care Practitioner

Some respondents believed that language in the National Framework could be clearer. Respondents wanted definitions of terms such as leader, practitioner, and multi-agency working, and there was a desire from some for the National Framework to make stronger references to disabled children, young carers, and children at risk of exploitation. Respondents also said that they wanted to see the National Framework emphasise that terminology around families, and family networks, should recognise that there are many kinds of family, and that it is important to allow children, young people, and families to define who they consider to be 'family'.

The consultation also identified worries that limited resources in the children's social care system would create barriers to delivering the outcomes in the National Framework. Leaders and practitioners reported concerns about funding for local authorities, pressures on their workforce, including the recruitment and retention of social workers, high caseloads for practitioners, and difficulties in securing the right support for children with complex needs.

Government response – expectations for practice

We are pleased that many are supportive of the expectations for practice, and believe that the outcomes, purpose, and principles of children's social care are broadly right. We do not expect to change the four outcomes and two enablers included in the National Framework, but we will review the detailed expectations for leaders and practitioners under each chapter, including to give visibility to practice supervisors, as mentioned in the section above.

We recognise that there are areas of the National Framework that would benefit from clearer language. We will review the definitions included in the National Framework and update the glossary, giving particular attention to how we talk about families and specific groups of children with particular needs or experiences.

We have heard that the sector is concerned about the resources needed to deliver the best possible outcomes for children, young people, and families. These worries were raised in the consultation on Built on Love and many of these issues are also reflected in feedback on another DfE consultation on the agency social worker workforce. Both consultations discuss the plans and priorities for supporting local authorities. We will consider how best to support local authorities to embed the National Framework and will provide advice when the guidance is issued.

You said, we will – expectations for practice

You said the National Framework should:

- include clearer definitions and more emphasis on some groups of children, such as disabled children, young carers, and those at risk of exploitation
- recognise that there are limited resources in children's social care which will impact how the outcomes can be met

In redrafting the National Framework we will:

- review the definitions in the National Framework, updating the glossary and highlighting groups of children with particular needs or experiences
- continue to listen to the sector to understand the barriers to delivering the best services for children and families, using this to inform support for local authorities to embed the National Framework

Multi-agency working in the National Framework

In the online consultation and at engagement events, we asked: how could the National Framework strengthen the expectations for multi-agency working?

This was a frequent topic of conversation throughout the consultation and online 128 respondents answered this question. There were two consistent themes in the feedback we received on this question, including the roles and responsibilities of partners and the relationship with the statutory guidance, Working Together.

In general, respondents wanted to see more content on multi-agency working, particularly with regards to the relationship between children's social care and partners. This included a range of requests, from greater acknowledgement of the knowledge and expertise of voluntary and community sector organisations, reflecting the interactions between children's social care and immigration services, interest in ensuring other agencies are trained in the practice of the National Framework, asking for shared risk assessments and mitigation plans, through to proposals for a multi-agency outcomes framework to be adopted by anyone working with vulnerable children and families.

There is widespread agreement that multi-agency working is of critical importance and supporting children, young people, and families to thrive must be a shared endeavour that uses expertise that sits outside of local authorities.

“Although the document focuses on the national framework for children's social care, we feel there is adequate reference to the fact that good outcomes for children can only be achieved through multi-professional working. It clearly states

in the preamble to the consultation that the multi-agency aspect will be further addressed in the re-write of Working Together to safeguard children, and both documents will be published together, we welcome the unified approach to both, and also the formation of multi-agency practice standards.” - Anonymous

However, some leaders and practitioners in local authorities shared that they were concerned that the National Framework was too focussed on what local authorities need to do, and did not recognise the statutory duties on others, particularly the police and health as safeguarding partners, but also relevant agencies, such as education.

“The National Framework should set out the ‘vision’ and purpose on how partners should work together to achieve the expected outcomes in the Framework. Proposed changes to statutory guidance should set out the nature of responsibilities for each partner both in multi-agency organisations and as individual partners” - Children’s Social Care Leader

Working Together was mentioned frequently in the consultation when respondents were sharing feedback related to multi-agency working. Often this was related to the question of what safeguarding partners and relevant agencies can do to support better outcomes for children, young people, and families, with many recognising that Working Together is the multi-agency guidance for everyone with safeguarding responsibilities.

In the consultation there were calls to provide a clearer description of the relationship between Working Together, and the National Framework, with clear references, and that there would be benefit of reflecting the National Framework in Working Together too.

Government response – multi-agency working in the National Framework

We asked how the National Framework could strengthen multi-agency working precisely because this is an area of practice that is often discussed and complex to deliver effectively. We have heard clearly that multi-agency working is a key area to address in the revised guidance.

The National Framework is written for local authorities. It includes multi-agency working as one of five key principles that should underpin practice and the guidance asks local authorities to build strong relationships with other agencies, and consider the information, expertise, and resources they can offer. We explain early on that Working Together is the multi-agency statutory guidance that sets out expectations for the system that provides help, support and protection for children and families. It gives practitioners clarity about what is required of them individually and how they need to work in partnership with each other to deliver effective services.

In the revised National Framework, we will strengthen references to multi-agency working by introducing a new chapter on how multi-agency working enables effective practice and improved outcomes for children and families. Working Together will remain the statutory guidance for all safeguarding partners, including local authorities, setting out the expectations for how multi-agency help, support, safeguarding, and protection is delivered locally including detailed information on processes and procedures. The National Framework will not place additional burdens on safeguarding partners and relevant agencies and will instead draw content from Working Together to highlight how the system should work to improve outcomes for children and families. We will ensure the National Framework signposts to and aligns with the revised Working Together guidance.

Through the consultation on Working Together we invited views on new national expectations for multi-agency working. We will be considering consultation feedback from both the National Framework and Working Together consultations as we revise the guidance. Both documents will be issued by the end of the year and should be read in conjunction with one another.

You said, we will – multi-agency working

You said the National Framework should:

- include more content on multi-agency working, the role of safeguarding partners and the relationship between the National Framework and the revised, Working Together

In redrafting the National Framework we will:

- introduce a new chapter on how multi-agency working enables effective practice
- consider the responses to the Working Together consultation and ensure that the National Framework reflects the revised guidance

Main findings on the Dashboard

This chapter responds to general themes on the Dashboard. In the consultation we sought views on:

1. how often data should be published to support learning and understand how practice is making a difference
2. if there were any additional ways that DfE can ensure the Dashboard supports continuous learning and improvement
3. if there were any other existing indicators or evidence to support learning around each outcome and enabler

We also undertook two Dashboard specific consultation workshops: one with representatives from local authorities and one with academics. We used these workshops to discuss indicators for the Dashboard.

Frequency of data publication

Half of all respondents answered that data should be published quarterly, followed by just over a quarter answering six-monthly. The least popular option was monthly. Some respondents said frequency would depend on the type of data. For example, it was felt that not every indicator lends itself well to quarterly publication. There were also concerns that monthly information would create additional burdens on local authorities.

Government response – frequency of data publication

Accurate and timely data needs to be at the heart of a system that can learn and improve. However, we understand the importance of balancing the need for regular, timely data with the current challenges that data returns can place on local authorities, and we will look to explore solutions to this and consider alongside our children's social care data strategy being published in December.

As we update the shortlist of indicators for December, we will consider how frequently each indicator should be published.

The Dashboard as a tool to support learning and development.

The consultation responses supported our proposal for the Dashboard to be used as a tool to support continuous development and learning. Respondents, particularly children's social care leaders, suggested additional ways that the Dashboard can support

continuous learning and improvement. We received ideas on how the design of the Dashboard could help facilitate learning, for example:

- having a function to show how a metric has changed over time
- being able to benchmark data between local authorities and compare against national data

We heard strong concerns about whether the Dashboard would be used for accountability or as a performance tool. There was a desire for guidance on how data should be interpreted, how user feedback on the Dashboard and metrics will be handled, and suggestions that the Dashboard should be co-produced with the sector. Some respondents suggested specific design features like benchmarking, providing a narrative, including qualitative information, and using data visualisation.

Respondents identified limitations, which included the extent to which current indicators can measure the outcomes and concerns about misinterpretation. Respondents also identified trainings needs, such as how to use the Dashboard once it is published and how to interpret the data.

There was notable interest in contextualising the indicators in the Dashboard, particularly with local authority socio-economic information and demographic breakdowns. There was also some interest in the opportunity for qualitative information to be shared by local authorities.

“Development of a Framework and supporting indicators which make much clearer links between data collection and its importance for practice is strongly encouraged by the region. There needs to be explicit added value in terms of learning and improvement for the dashboard to be useful for the sector.” -

Representative Group

Government response – the Dashboard as a tool to support learning and development.

The Dashboard is intended to be a tool for learning and development for both local and central government. The Dashboard should support senior local authority leaders to understand how well their services are progressing toward the outcomes for children’s social care and should enable them to reflect on their own practice as well as to learn best practice from other local authorities. At a central government level, the Dashboard will help the Department and others understand where there are system-wide issues or successes and help understand how much consistency there is in achieving outcomes for children, and what barriers are being faced. The Dashboard should be used first and foremost as a learning and benchmarking tool for local authorities and DfE.

We are committed to transparency within public services. As we move forward, we will continue to look at how best to meet transparency goals without undermining the primary aim around internal learning and benchmarking. For example, we know we will need to consider issues around data quality, how data may settle over time, provision of additional contextual guidance and how we ensure fair interpretation of data when it is presented to different external audiences. We will work across government to ensure consistency in how appropriate data indicators are used for accountability and transparency.

We agree that contextualisation of indicators is important. We will seek to incorporate contextual data into the Dashboard, and demographic breakdowns where this data exists. We received suggestions for qualitative context, so will explore with local authorities whether they would want to provide written statements alongside the Dashboard, to provide further context to the data.

We know that indicators could be misleading if viewed in isolation. Furthermore, many of the current indicators do not have a “right” level to achieve, and even where there is a clear direction of travel nationally, at a local level the opposite could be true. We recognise that data is the *start* of a conversation and discussion is an important part of continued learning and improvement. We also want to avoid the perverse incentives that could be created if the Dashboard was seen as an accountability tool rather than a tool for learning. There was particular concern that punitive decisions or actions could be taken by DfE, or other government bodies such as Ofsted, based on small data sets that do not show the full picture.

Views on the proposed indicators

There was mixed feedback on the proposed Dashboard indicators, but a common view that the indicators currently proposed focus heavily on processes and not enough on outcomes. There were over 600 recommendations for adaptations or additions to the proposed list of indicators, with significant duplication. Many suggestions were not specific metrics, but rather outlined a desire for more data on a particular theme or outcome. The most common themes across the discussion of all outcomes and enablers were requests for indicators:

- to be published with breakdowns by demographics and protected characteristics
- to be developed that would represent the voices and experiences of children and families
- from multi-agency partners to be included on the Dashboard

We have included a list of proposed indicators, broken down by theme, in Annex B.

“Individual indicators should not be looked at in isolation from each other, but considered in the round, and dashboard indicators should not be a signal about what is best for individual children. The dashboard should also not be used to measure the performance of local authorities and should not set performance targets; data on its own is not the answer but rather allows for an exploration of what is going on within a service.” - Representative Group

Government response – proposed indicators and the roll-out of the Dashboard

We will be looking to phase roll-out of the Dashboard to take an iterative test-and-learn approach. Our intention is that the Dashboard adds value to local authorities and to the Department as a learning and development tool. A phased roll-out will give us the opportunity to test, evaluate and improve the indicators and Dashboard itself. We will look to enlist “early adopters” through which we aim to evaluate the initial indicators, data collection burdens, how the Dashboard is used, and user experience of the Dashboard.

As we review and refine the indicators post consultation, we will continue to draw on external expertise to develop a final short-list. The data currently available does not allow us to measure the children’s social care outcomes and enablers. So, the indicators in the Dashboard will evolve over time as we collect new data and seek to develop metrics that better measure the children’s social care outcomes. As there are data gaps, we intend to bring in additional indicators as the data becomes available, such as when consistent data on the experience of children and families is collected across the country. However, we will only be gathering new data where the value of the insight gained from the new data outweighs the burden posed by collecting it.

Our work on the Dashboard will be complemented by our broader Data Strategy, which will set out our long-term plan for transforming children’s social care data. In Built on Love we committed to publishing this strategy by the end of 2023. This will be developed in partnership with the sector to develop a shared, long-term vision for data, that allows us to address the limitations and opportunities in this space, including drastically reducing social worker time spent recording cases, enabling frictionless sharing of information, and improving data collection and how it’s used to inform decision making.

The aim of the strategy is to bring together the work being conducted by DfE and local authorities to deliver meaningful data improvement. With the understanding that better data, or information, enables better decision making, leading to improved outcomes for children and families.

You said, we will – Dashboard

You said:

- The Dashboard should be a tool for learning and development which is co-produced with service users.
- The indicators used in the Dashboard need to have a closer link to the outcomes and require contextualisation.
- The Department needs to consider additional burdens on the sector as part of their planning.

In developing the Dashboard, we will:

- Publish, in December, a plan for phasing roll-out of the Dashboard, alongside a short list of indicators.
- Plan a rollout that takes an iterative approach through which we can test, evaluate, and improve the Dashboard and indicators.
- Continue to develop our Data Strategy, for publication by the end of 2023.
- Working with the Department for Levelling Up, Housing and Communities (DLUHC) to support the Office for Local Government (Oflog) to select the best available data indicators when considering performance measures for children's social care, drawing on existing indicators and data collections where appropriate, in order to ensure consistency of measures and avoid duplication of data collection.

Key findings on each outcome and enabler

In the consultation, we asked, for each outcome and enabler chapter:

1. Are there any other ways leaders and practitioners should work towards this outcome/enabler which are not specified in the National Framework?

Outcome 1: children, young people and families stay together and get the help they need.

In the online consultation, 96 individuals and organisations provided feedback on this outcome. The outcome was also discussed at engagement events. The majority supported the intentions underpinning this outcome, and shared some views on how it could be strengthened. Common themes for how leaders and practitioners should work towards Outcome 1 are summarised below. This outcome should include:

- an emphasis on family-focussed approaches to addressing children’s needs, including how early help can wrap support around families before problems escalate. Respondents referenced the importance of intensive direct work, recognising and addressing the impact of trauma and adversity on individuals (with particular reference to domestic abuse) and centring support on listening to the voices of children, young people and families, rather than using a one-size-fits-all approach to meeting need.
- greater references to the initial interactions children’s social care has with families. There were suggestions that the National Framework needed further content on “the front door” of children’s social care, including how referrals are addressed with families, how early conversations support strong relationships and identify broad family networks, and how leaders identify the right practitioners to work with families, including as part of wider reforms.
- more information on the role of children’s social care in supporting children and young people to engage in education. Respondents proposed stronger emphasis on relationships with education partners, reflecting on the important responsibilities that schools have in children’s long-term outcomes, and the limitations for what local authorities can achieve on their own. There were reflections on the need to focus on addressing barriers to education, with attendance as a critical starting point.

Some respondents with lived experience shared concerns about how far they felt they could trust children’s social care to support families. We also received some feedback that raised concerns about the wider context in which children’s social care operates, with some respondents referencing challenges with housing, poverty, and the cost of living.

Government response

Alongside the changes to the National Framework set out in the previous chapter, we will make the following changes specific to Outcome 1.

We agree that family-focussed approaches to practice need to be embedded across children's social care so families can get the help they need at the earliest opportunity. We know that many local authorities use early help services, the Supporting Families programme, and partnerships with local voluntary and community organisations to deliver support in this way – often before or alongside the services offered to children and young people under section 17 Children Act 1989. As part of reforms in children's social care, the Families First for Children Pathfinder will be exploring how to simplify support for families and helping them before they reach crisis point. In doing so, we will draw on learning from the three practice models rolled out through the [Strengthening Families, Protecting Children](#) programme which have shown strong evidence of improving the safety and stability of vulnerable children and reducing the need for families to access services.

We will review Outcome 1 and will emphasise the importance of practitioners building trusted relationships with families to address adversity and trauma. We will also emphasise that practitioners should build on the strengths within families to address the challenges in their lives and the needs of family members. In addressing family-focused approaches we will also strengthen the narrative around working with families where domestic abuse is present.

We recognise that the first interactions that a family has with children's social care can be hugely influential in how they feel about accessing help and how they respond to the practitioners involved in their lives. We will develop content to give greater clarity on how children's social care, from "the front door", can make accessing help a supportive experience. Similarly, the Families First for Children Pathfinder will test different approaches to making accessing help a more supportive and less stigmatised experience.

Outcome 1 already includes references to how children's social care can help to overcome barriers to education. In this, the role of Virtual School Heads, who exist in every local authority to champion the education of children and young people with experience of children's social care, is crucially important. Since 2021, Virtual School Heads have been funded to champion the whole cohort of children with a social worker, and in practice we know that Virtual School Heads bridge local authorities and education settings, helping to upskill practitioners such as social workers and strengthen relationships with Designated Safeguarding Leads and Designated Teachers in schools.

We will strengthen references to collaboration between local authorities and education settings in Outcome 1 and Outcome 4, which is focussed on children and young people

in care, so that everyone in local authorities can understand their role in encouraging the highest aspirations for children's education.

We recognise how attendance at an education setting can be a protective factor that helps to keep children safe, as well as being the bedrock to attainment. We will emphasise the importance of practitioners in children's social care working with families to advocate for children and young people to receive the right support to overcome barriers to education. Given the crucial role that Virtual School Heads play, we will learn from the current evaluation of their extended role, which is being undertaken by Oxford University's Rees Centre, and will consider how this learning can be shared to support local authorities. We will also look to reflect feedback from the Working Together consultation which closed on 6 September 2023 and explored the role of education in safeguarding, from early help to multi-agency leadership.

You said, we will – Outcome 1

You said the National Framework should:

- include a greater emphasis on family-focussed approaches to addressing children's needs
- include further content on families' first interactions and conversations with children's social care
- more information on working with education partners to support children and young people to attend and achieve at school

In redrafting the National Framework, we will:

- emphasise the importance of practitioners building trusted relationships, working with the whole family, to address adversity and trauma
- include more advice on first interactions between families and children's social care.
- emphasise how practitioners can advocate for children and young people to access the support they need to engage with education

Outcome 2: children and young people are supported by their family network.

In the online consultation, 92 individuals and organisations responded to this question. The theme was also discussed in engagement events. Common themes for how leaders and practitioners should work towards Outcome 2 are summarised below. This outcome should include:

- greater emphasis on support for family networks. These included working with fathers and their networks, considering how to engage networks in ‘reunification’ when children have been living in care and addressing trauma and complex family dynamics in support and therapeutic interventions.
- references to developing a mature approach to engaging family networks. Respondents suggested this outcome needed to acknowledge practitioners need to be skilled in building relationships with families. Responses also proposed a variety of areas where practice could evolve, from more culturally sensitive practice that tackles discrimination, to suggestions that practitioners need to work more closely with other agencies to identify and support networks - the judiciary and the Children and Family Court Advisory and Support Service (CAFCASS) were mentioned in this context. Some consultation responses wanted to see references to specific groups of children, such as children who have moved overseas, children who are young carers, children with special educational needs and disabilities, and children who are lesbian, gay, bisexual or transgender (LGBT).

Respondents also discussed challenges to support for family networks, even where they agreed it was the right approach for children’s social care. Some respondents appreciated how the National Framework references flexible funding arrangements to support networks, and others wanted more concrete opportunities for kinship carers to be able to access financial support as they felt that this can be a barrier to family members helping children and young people. Others also stated that intensive support for helping children and young people who would otherwise need to be in care, or helping family networks, can be expensive and as a result are not a priority in some local authorities.

Government response

Listening to and supporting family networks can make all the difference in the lives of children and young people. We want children to be able to stay safely living with their family networks, with the right support in place. Since the publication of Built on Love, government has launched a new Family Networks pilot to test practical and financial support through Family Network Support packages. The Government has also committed to publish an ambitious national kinship care strategy by the end of 2023 and is establishing a new national kinship carer training and advice service, which will be in place by spring 2024.

Evidence shows that for many children and young people, remaining in and connected to their family networks is not just the right decision, but leads to better lifelong outcomes than foster care or residential care. Foundations conducted a randomised-control-trial in family group conferencing and found a strong causal relationship between practice which invites families to come together and more children remaining safely with that family network. This is why the National Framework includes and emphasises that work with

family networks requires expertise and skill in navigating the changes of working in and with diverse and complex family relationships.

For the revised National Framework, we will strengthen references to and clarify expectations on the importance of engaging with family networks. This includes giving attention to areas of practice which can sometimes be forgotten, including working with fathers, support for reunification of children from care to their families, and managing complex family dynamics. We will encourage children's social care to develop mature approaches to engaging family networks, and to work with partners to offer creative solutions to difficulties families are facing. We will provide access to guides and best practice from models such as Leeds Family Valued and Hertfordshire's Family Safeguarding which have successfully made use of family networks to safely reduce the need for families to access statutory services.

We recognise that some children and young people may face specific barriers relating to their identity and circumstances that may limit the support their family network can directly offer, such as disabled children or children with complex health needs who may have traditionally been supported in specialised residential and health settings, or children who are unaccompanied asylum seekers, whose families reside overseas. We know too that for some children, who have experienced cultural or religious trauma, being separated from their family context may be in their best interest for a short or longer period. We will amend the expectations for leaders and practitioners so that Outcome 2 includes greater emphasis on identifying and addressing these barriers, and listening to children, young people, and families.

You said, we will – Outcome 2

You said the National Framework should:

- emphasise support for, and engagement with, family networks, including references to areas of practice that do not always have consistent attention, such as working with fathers, support for reunification and managing complex family dynamics
- encourage local authorities to develop mature approach approaches to practice that overcome barriers to working with family networks

In redrafting the National Framework, we will:

- address areas of practice where family networks do not always have consistent attention
- emphasise the importance of practitioners and practice supervisors skilfully managing complex family dynamics, including to overcome barriers related to identity and a child or young person's circumstances.

And we will publish a kinship strategy, and strengthen the statutory guidance, Family and Friends Care, to set direction for how local authorities can promote kinship care.

Outcome 3: children and young people are safe in and outside their homes

In the online consultation, 83 individuals and organisations responded to this question. The theme was also discussed in engagement events. Common themes for how leaders and practitioners should work towards Outcome 3 are summarised below.

A number of respondents expressed general agreement with the outcome and commented that the expectations are clear and welcomed. However, there were additional views proposing areas of practice for further content, including:

- more advice on the specifics of effective child protection. This included a variety of suggestions including: more prescription on conducting Section 47² enquiries and speaking to children and young people alone; more guidance on responding to sexual abuse and exploitation; strengthening language around working with

² Section 47 of the Children Act 1989 provides that local authorities must make enquiries if the local authority has cause to suspect that a child is suffering or likely to suffer significant harm.

families where domestic abuse is present; strengthening references to the needs of disabled children, unaccompanied asylum-seeking children and those with insecure immigration status; work to support children who are frequently missing; supporting practitioners to work with individuals who are hiding abuse and strengthening references to advocacy and listening to children and young people.

- more advice on responding to harms outside the home. Some respondents felt that although Outcome 3 includes specific sections on extra-familial harm, it would be beneficial to make this a separate outcome, however, other respondents encouraged DfE to make sure child protection concerns about harm from inside and outside the home were addressed under the same outcome.
- stronger references to the role that leaders and practice supervisors play in keeping children and young people safe. Respondents felt that leaders were particularly significant for achieving this outcome and accountability for how they do this is critical. The consultation highlighted that leaders are responsible for interpreting government policy and shaping local initiatives and funding priorities, building relationships with voluntary and community organisations that support child safety.

Some respondents also suggested that there should be more on the importance of procedures being in place that facilitate whistleblowing. And, woven throughout responses to Outcome 3 were references to the importance of multi-agency working. Respondents suggested including references to certain organisations or ways of working collaboratively, such as engaging violence reduction units, community safety partnerships, and multi-agency panels or risk-management meetings.

“A multi-agency approach to safeguard children when tackling extra-familial harm needs to be strengthened in the National Framework. Multi-agency partners need to be more involved and accountable for taking on responsibilities and work with frontline practitioners and take on lead on certain area of concern. Practitioners need to be clear that of the expectation of partners working together.” - Children’s Social Care Leader

Government response

We know that many who responded to the National Framework consultation were interested in ensuring consistently high standards of practice across child protection because they want to see children and young people protected from harm at the earliest point, whilst treating families fairly.

The National Framework does not describe the specifics processes or decisions that leaders, practice supervisors and practitioners make in keeping children and young people safe. This is the purpose of Working Together, which outlines the roles and responsibilities individuals and agencies have in safeguarding children and young people

and protecting them from significant harm. We have consulted on new national multi-agency child protection standards as part of the Working Together consultation, as well as principles for working with parents. These multi-agency child protection standards set out the actions, considerations and behaviours that should contribute to improved child protection practice and better outcomes for children. Working Together will take into account views expressed in the National Framework consultation regarding how leaders, practice supervisors and practitioners keep children safe.

We will look to address gaps in Outcome 3, strengthening the references to how child protection can be most effective. We will also work to reflect the complex landscape of child protection, including the uncertainty that practitioners must navigate and the nuanced decisions that have to be made.

We will make the content on harms outside the home clearer both in this outcome chapter and throughout the revised guidance, making links to evidence on responding to extra-familial harms, including those published by Research in Practice as part of the learning from the Tackling Child Exploitation Support Programme. We do not think that it would be appropriate to separate content on harms in and outside of the home into separate outcomes.

We will emphasise the important roles of leaders and practice supervisors in keeping children and young people safe. As we add new sections on practice supervisors to the revised National Framework, we will include references to how frontline practitioners can be supported to critically reflect on their experiences with children and families, access supervision and work with managers to make decisions and design interventions that keep children safe. We will also emphasise the ways practice supervisors can shape the culture and context in which complex child protection work takes place, supporting the arrangements that make best use of the expertise of other agencies and promoting practice improvement.

You said, we will – Outcome 3

You said the National Framework should:

- include more advice on the specifics of effective child protection.
- include more advice on responding to harms outside the home.
- give greater visibility to roles of leaders and practice supervisors in supporting child protection

In redrafting the National Framework, we will:

- address gaps in Outcome 3, strengthening references to how child protection can be effective, including the importance of taking account of the complexities of practice
- make the content on harms outside the home clearer, and signpost this throughout the document.
- emphasise the important roles of leaders and practice supervisors in Outcome 3.

Outcome 4: children in care and care leavers have stable, loving homes.

In the online consultation, 83 individuals and organisations responded to this question. The theme was also discussed in engagement events. Feedback on Outcome 4 covered two main themes, with respondents sharing ways to encourage best practice, and discussing current challenges to providing homes for children in care and care leavers.

Respondents suggested that:

- this outcome should give a stronger focus to meeting the needs of individual children and young people. This was expressed in feedback which wanted to see the National Framework acknowledge residential children's homes as an important option, which can sometimes be the most appropriate place for a young people to live. Respondents suggested the National Framework should emphasise that practitioners need to understand and adopt culturally sensitive practice, and strengthen references to maintaining sibling connections, and building lifelong loving relationships between those that have left care and their birth families. There was also some discussion by a small number of individuals as to whether this outcome should focus on children in care and a new outcome focussed on care leavers should be introduced.

- this outcome needs to recognise the limitations of current practice. Respondents shared concerns about inexperienced practitioners, particularly social workers, and said that it can be difficult for children and young people to trust them and build relationships. Others raised concerns about sufficiency planning, making sure that there are enough homes for children and young people who need them, and ensuring that children are placed in homes near to their family network and community wherever possible and safe to do so. A small number of respondents mentioned that the Children’s Advocacy Standards are “outdated” and in need of review.

“Leaders and practitioners must embed a “family first” culture that runs throughout the care journey. This means providing compassionate and nurturing care placements, including if they are over 16 and they are in semi-independent accommodation.” - Anonymous

Government response

Some children and young people will enter care for brief periods, whereas others may remain in care for much longer durations. All children and young people should have stable, loving homes, and nothing less should be acceptable for those being cared for by local authorities. It is vital that those providing care and support have the highest hopes for their future.

Our ambitions for reform set out in Built on Love put loving and stable relationships at the heart of children’s social care. This includes the mission that by 2027, every care-experienced child and young person will feel that they have strong, loving relationships in place. Going forward, we will ensure that this ambition runs throughout the National Framework, so that loving relationships are at the heart of decision-making throughout a child’s life and as they transition from children’s services into adulthood.

In response to the feedback on Outcome 4, we will strengthen the focus on individual children and young people’s needs. Practitioners should be attuned to understanding and designing support that genuinely makes a difference to children and young people, and it is important that they have the encouragement of practice supervisors, and the right support from leaders with which to do this. Maintaining connections with siblings, families and their networks is, of course, hugely important and relates to the expectations in Outcome 2. We will make the link between these outcomes clearer.

We recognise the importance of building lifelong loving relationships and in July 2023 we launched the bidding round for local authorities to apply for grant funding to deliver family finding, befriending, and mentoring programmes for children in care and care leavers in their locality. These programmes will help to address the points raised in both outcomes 2 and 4, supporting children in care and care leavers to identify and connect with the important people in their lives to create safe, stable, loving relationships.

We know that in some local authorities a significant number of children and young people in care are unaccompanied asylum-seeking children (UAS children) and that the numbers of care leavers who have been UAS children is growing too. These children and young people have often experienced significant adversity, and they may have different needs to other children and young people in or leaving care who have not had these unique experiences. In revising the National Framework, we will reflect these important nuances and encourage practitioners, practice supervisors and leaders to consider the individual needs of these children and young people.

We do not think that it is the right step to separate Outcome 4 and differentiate between outcomes for children in care and outcomes for care leavers. Whilst we know that these groups might have different needs, and are supported by practitioners in different ways, the overarching ambition is that the support in place by children's social care gives these children and young people the stability, love, and care that they need. It is vitally important that children's social care understands that achieving positive outcomes for care leavers must start with effective support when children and young people are in care. We think it is right that Outcome 4 focusses on the how high aspirations for children and young people continues as they transition to adulthood.

We recognise that there are pressures on children's social care and that placement sufficiency is a source of concern to local authorities. The National Framework will set out what children's social care can do to deliver children's outcomes, and in Built on Love we have described the action that government is taking to address pressures on the current system.

In addition to the consultation feedback we received, we have also heard from local authorities in recent months who are concerned about how they can meet children's needs in the places that they live. We will make sure that the National Framework emphasises how leaders can keep abreast of changes in guidance and practice, create organisations where practitioners and practice supervisors can make child centred decisions, and support their services so that placements made in emergency situations for children with high needs/high acuity are safe, appropriate, and registered.

You said, we will – Outcome 4

You said the National Framework should:

- give a stronger focus to meeting the needs of individual children and young people
- recognise and address the limitations of current practice which act as barriers to achieving this outcome

In redrafting the National Framework, we will:

- strengthen the focus on individual children and young people's needs, drawing stronger links between this outcome and Outcome 2, and highlighting the individual needs of UAS children
- strengthen references to how leaders can manage services so that the places where children and young people live can meet their needs

Enablers 1 & 2: the workforce is equipped and effective and leaders drive conditions for effective practice

The National Framework also included 2 system level enablers that help children's social care achieve these outcomes. These are:

1. the workforce is equipped and effective
2. leaders drive conditions for effective practice

In the consultation and at engagement events, we asked if there are any other ways leaders and practitioners should work towards these enablers that are not specified in the draft National Framework.

These enablers were discussed at events, and there were 71 online responses from individuals and organisations relating to the first enabler and there were 69 online responses to the second. Responses to this question were supportive and many individuals and organisations were pleased to have the workforce recognised as an enabler.

The most common themes, across both enablers are set out below

- the language of the enablers needs to be more inspirational. A range of feedback identified where individuals felt they could use the National Framework to set high standards for practice in their local authority. Several suggested they would want to use the guidance as a tool to support workforce recruitment and retention, and

that this was an important opportunity to demonstrate the unique and important skill set that is needed to work effectively in children's social care.

- a stronger focus on continuing professional development for the whole children's social care workforce. Respondents felt it was important that those working in children's social care have the time to undertake high-quality training and the access to regular reflective supervision to put it in place. In particular, understanding and addressing the impact of trauma in families was an area that some believed to be a gap and some highlighted that support to become an effective line manager needed to be included.
- a clearer expectation on leaders for facilitating multi-agency working and good practice. Responses highlighted that whilst this was included in the National Framework, the sentiment needed to be stronger. In particular, respondents wanted to see leaders prioritising mechanisms for multi-agency relationships at all levels of practice, creating cultures where learning could be shared, and where practitioners are given the appropriate time and encouragement to build relationships with children, young people and families.
- a clearer set of expectations on leaders, other than Directors of Children's Services. As mentioned in the sections above on making use of the National Framework, there was consistent feedback that wanted to see broad descriptions of leaders. This meant including stronger references to the corporate and political leaders that work with Directors of Children's Services, as well as emphasising the leadership attributes that practitioners and practice supervisors need to effectively work with other agencies and children, young people, and families.

"We welcome the drive and determination expected from leaders. We again emphasise the importance of leaders being outward-facing and ensuring that their partnership working embraces voluntary sector provision." - Representative Group

Government response

Everyone who works in children's social care has a powerful part to play in improving the lives of children and families. This is why we have dedicated chapters in the National Framework on the workforce and effective leadership. Developing organisational cultures where staff are respected, heard, supported, and given the right training and skills is part of the core business of children's social care – this is how local authorities provide services that can meet the needs of children and families.

In the revised National Framework, we will take on board the feedback for more inspirational language and we will more clearly set out how practice supervisors and leaders raise aspiration for the work that happens in practice. We think that the National Framework is essential to reform because it is designed to set a high bar for practice, where the long-term outcomes for children and families are the guidepost for success.

Feedback from local authorities that the National Framework can be used as one of their tools for recruitment and retention of their workforces is a clear demonstration of the value of the National Framework in affecting positive change. In response, we will strengthen expectations that the workforce, whatever their responsibilities or seniority, have the opportunity to develop professionally and thrive in their careers. We will be clear that leaders at all levels should create working conditions and organisational cultures where social workers are supported and developed to deliver the very best care to children and families. We will encourage local authorities to consider where there are gaps in the representation, knowledge, and expertise of their staff and to address these systematically.

We agree that leaders have an important role to play in strong multi-agency arrangements. As we intend to create a new multi-agency chapter, which is similar to the existing 'enablers', we will make sure this references the ways that leaders build strong relationships across organisational and geographic boundaries to support effective practice, as outlined in Working Together. We will draw on evidence such as the ['Five Attributes of Effective Leadership'](#) report which is based on learning from the Strengthening Families, Protecting Children programme.

Similarly, in the same way that we agree that to make the National Framework easy to use, we should give visibility to the role of practice supervisors, we think it is right to recognise the important role of the most senior leaders who shape local authorities. Directors of Children's Services have statutory responsibilities, but they are reliant on colleagues elsewhere in local authorities to work in partnership. We will draw this out more clearly in the revised National Framework.

You said, we will – Enablers 1 and 2

You said the National Framework should:

- use language that is more inspirational
- include a stronger focus on continuing professional development for the whole children's social care workforce, including time for high-quality training and supervision.
- include clearer expectations are needed about the role of leaders in achieving this outcome, including how they facilitate effective multi-agency working.
- include a clearer set of expectations on leaders, other than Directors of Children's Services

In redrafting the National Framework, we will:

- take on board the feedback to make the language of the guidance more inspirational
- strengthen expectations that the workforce has the opportunity to develop professionally
- make sure the new multi-agency chapter references how leaders can build strong relationships across organisations and geographic boundaries
- recognise the important role of corporate and political leaders in shaping conditions for practice

Next Steps

Local authorities will have a one-year implementation period to help them to embed the National Framework, but this is just the start of an ongoing journey to see all children's social care services continually reaching for the best possible outcomes for children and families.

What government will do

Following the consultation, we will work with the National Practice Group to revise the National Framework, reflecting the feedback we have received. For the Dashboard, we will refine the proposed indicators, working with experts in the field to identify the best options, and invest in developing new measures of outcomes.

The consultation highlighted how much great practice already exists to support children and families, but it also demonstrated that in some areas there is some still some way to go to achieve the outcomes set out in the National Framework. Some local authorities said that they are already delivering practice in line with the National Framework, others felt that they would need to start to prioritise areas of practice that have not received attention in recent years.

We think that alongside issuing the National Framework, it is right that we provide advice for local authorities on what they might want to do differently in response to the new statutory guidance. We will help local authorities to identify areas of practice that are preventing children and families from having positive experiences with children's social care and from achieving the best possible outcomes.

We will draw on existing infrastructure, such as the Regional Improvement and Innovation Alliances, to encourage peer reflection and share what works. In Built on Love, along with creating the National Framework, we committed to establish learning loops where practitioners, leaders and those with lived experience could provide feedback on what is working effectively in practice. Embedding the National Framework and its outcomes will be a priority for these learning loops.

The National Framework sets the direction for practice and will be supported by Practice Guides which will offer high-quality evidence for how to achieve outcomes. Along with the Early Career Framework for social workers, and the knowledge and skills statement for family support workers, these are pivotal components for how we embed evidence in practice and raise the quality of support that practitioners can offer children and families. We will continue to draw on existing best evidence as we deliver on these ambitions.

What local authorities can do

For local authorities, the introduction of the National Framework is an opportunity to galvanise the whole workforce to renew its ambition to support children and families to the very best ability. We know that those who work in children's social care are motivated by the idea that they can change lives, and despite the many complexities of practice, this is what they most want to be able to do.

Local authorities do not need to wait to get started on improving practice. The consultation on the National Framework and Dashboard demonstrated how many people have interesting and innovative ideas for what could change in their local area. Just as listening to the voices of children and families has to be at the heart of practice, listening to the voices of children's social care workforces, safeguarding partners and relevant agencies can be central to identifying what needs to improve in local authorities.

There are a number of ways to prepare for the guidance to be issued. Local authorities can

- Begin conversations with practitioners, practice supervisors and leaders so that everyone understands when the National Framework will be issued and how to locate themselves in the guidance to understand their roles and responsibilities.
- Talk with local safeguarding partners and relevant agencies, so they understand how the National Framework will set the outcomes that local authorities should achieve. Whilst the National Framework will primarily be guidance for local authorities, the revised guidance will reflect what Working Together asks of others to support multi-agency working so it is important that everyone knows to expect this.
- Reach out to other local authorities to share how you anticipate using the National Framework. In regions, start to reflect on how you can use existing opportunities to connect and reflect on what you will do to change and improve practice.
- Review how effectively your local area is listening to the voices of those receiving services from children's social care. The National Framework is national guidance, but there will be numerous ways that change can happen locally to make an immediate difference in the lives of children, young people, and families. Consider how to develop fresh conversations on what could be improved locally, and what might need to happen to facilitate these changes.

Annex A - Consultation analysis and list of organisations that responded to the consultation

The analysis of the consultation responses which was used to inform this government response was led by York Consulting. Responses were received via the online Citizen Space platform and via email. We also listened to respondents through events. The breakdown of the responses received via the online Citizen Space platform by type was as follows:

- Children’s Social Care (CSC) leader (35)
- Representative group (29)
- CSC practitioner (24)
- Received services from CSC (15)
- Practitioner from other agency (9)
- CSC data and performance staff (9)
- Other (24)

Over the consultation period we hosted 30 events. We spoke to around 500 attendees at the in-person and online consultation events, including around 350 children’s social care practitioners and leaders, around 40 practitioners from other agencies, 67 members of the general public, 17 academics and 14 representatives from charities.

Thank you to York Consulting for carrying out this analysis. We are also sincerely grateful to everyone who took time to respond to the consultation online or who attended any of the consultation events.

A list of organisations who were content to be named, is below.

- Achieving for Children
Operational Area 1 – Kingston
and Richmond
- Achieving for Children
Operational Area 2 – The Royal
Borough of Windsor and
Maidenhead
- Association for Family Therapy
and Systemic Practice
- Barnados
- Barnsley Metropolitan Borough
Council
- Become
- Bournemouth University
- Brighton and Hove City Council
- Bristol City Council
- British Association of Social
Workers
- British Psychological Society
- Carer’s Trust
- Catch22 – National Leaving
Care Benchmarking Forum
- Children and Families Across
Borders
- Children and Young People
Safeguarding
- Children’s Commissioner
- Children’s Services
Development Group

- Consortium of Voluntary Adoption Agencies
- Consulate General of Brazil in London
- Coram British Association for Adoption and Fostering
- Coram Voice
- Coventry City Council Children's Services
- Coventry Council – Fostering team
- Disabled Children's Partnership
- East Riding of Yorkshire Council – Children and Young People's Support and Safeguarding Service
- East Sussex County Council
- Esmee Fairbairn Foundation Leaving Care Learning Programme
- First Star Scholars UK
- Fostering Network
- Friends and Family Kinship Carers - Milton Keynes
- Government Outcomes Lab, University of Oxford
- Hampshire County Council
- Isle of Wight Council
- Kinship
- Livewell South West
- Local Government Association
- London Borough of Brent
- London Borough of Sutton
- London Innovation and Improvement Alliance
- Major Healthcare Newcastle
- National Association of Head Teachers
- National Police Chief's Council
- National Principal Child and Family Social Work Network
- Newcastle City Council
- NHS England South West Region
- North West Association of Directors of Children's Services
- North Yorkshire County Council
- Nottinghamshire County Council
- Ofsted
- Oldham Council
- Outbound Permanence Service - part of IAC - The Centre for Adoption
- Pause – Creating Space for Change
- Refugee and Migrant Children's Consortium
- Regional Adoption Agency
- Safer Young Lives Research Centre, University of Bedfordshire
- Southampton City Council Children and Learning
- Suffolk County Council Children and Young People Services
- Supporting Parents Community of Practice
- Surrey County Council
- Tavistock Relationships
- The Challenging Behaviour Foundation
- The For Baby's Sake Trust
- The Lighthouse, University College London Hospitals
- Triangle
- Triple P UK & Ireland
- University of Birmingham
- University of East Anglia, Centre for Research on Children and Families
- University of Liverpool
- We Are Family
- Wiltshire Council

Annex B – Themes and indicators from consultation responses

These are the long list of suggested indicators and metrics from the consultation responses. Some of these are duplicative, and they have been grouped by outcome and enabler according to the consultation responses that we received; some of the indicators may not appear to be matched correctly to the most appropriate outcome or enabler, as such and there is some repetition of indicators across the outcomes and enablers depending on where the respondent best felt each indicator should be placed.

Outcome 1: Children, young people and families stay together and get the help they need

Theme	Examples
Experience of children and families	<ul style="list-style-type: none"> • Interviewing/surveying to create longitudinal studies • Measure number of life-long links (provided through family finding services) • % of children in stable loving home • Experience of other services
Child and Family outcomes	<ul style="list-style-type: none"> • Reunification rates • Rate of permanent removal • Contact with family. • Rate of fostering/adoption • Number of young carers assessments
Care leaver experience	<ul style="list-style-type: none"> • Quality of housing • number of children in transition arrangements
Contextual information	<ul style="list-style-type: none"> • Socio-economic metrics • Demographics • SEND data • Timeliness of CAMHS referrals
LA/Service data	<ul style="list-style-type: none"> • Number of children in care • Number of referrals/assessment • Repeat service use • Movement in and out of LA • Data on child sexual exploitation • MASH data • School data • Budget data

Outcome 2: Children and young people are supported by their family network

Theme	Examples
Experience of the child	<ul style="list-style-type: none"> • Number of moves whilst in social care • Timeliness of proceedings • Rates of future abuse in kinship care • Number of 'out of care' orders (SGO, Adoption, CAO) • Number of young carer transitions arrangements • Number of young carers needs assessments
Child and family outcomes	<ul style="list-style-type: none"> • Number of Child Arrangement Orders • % of siblings placed together • % of children returning to live with their family following a period in care • % of s31 proceedings that end with the child living with parents with a mobilised support network • % of children in care living with their family networks • Number of family network meetings (during first stage of assessment) • % of children in care living with family networks abroad • Type of legal order used to facilitate placement abroad • % of proceedings which result in Special Guardianship Orders (SGOs) • % of breakdown of s31 placement with families • Number of children going missing from kinship care arrangements
Contextual information	<ul style="list-style-type: none"> • Demographics • Age of children • Number of healthcare referrals
LA/Service Data	<ul style="list-style-type: none"> • Number of repeat s31 proceedings • Multiagency collaboration metrics: number of joint meetings, number of case conferences, number of shared training sessions • Number of viability assessments • % of parents who have accessed support for children to remain safe • Measures which support with poverty/housing

Outcome 3: children and young people are safe in and outside of their homes

Theme	Examples
Experience of the child	<ul style="list-style-type: none"> • Quality of advocacy services • Number of young carers supported through early help • Number of Young Carers Assessments for young carers who are in transition to adulthood • Number of young carers supported through local young carers services • Number of young carers needs assessments • Rate of across border LA enquiries • % of children living outside of the local authority • Number of instances of restraints during secure transportation process
Child outcomes	<ul style="list-style-type: none"> • number of young people who are aged 16 and 17 in supported accommodation • Number of children moving out of their area for a secure placement • Average distance children move out of the area • Number of 16 and 17 who are homeless and supported under s.17 or s.20
Family experience and support	<ul style="list-style-type: none"> • Number of family network meetings/ family group conferences taken place prior to Initial Child Protection Certificate (ICPC)

Theme	Examples
Contextual information	<ul style="list-style-type: none"> • Length of time family support was offered before s47 enquiry • Measure qualitatively the quality of s47 investigations • Improvement in school performance • % of reduced behavioural issues • Length of time on a Child Protection Plan • Number of children subject to repeat • Number of meetings (strategy meetings, core group meetings and child protection conference) where multiagency professional were present • Number of missing episodes of children in care in last 6 months • Attendance of children with Child Protection Plan • Number of suspensions/exclusions of children with Child Protection Plan • Number of times mental health services are offered in children who need it • Measures on court waits, access to advocacy and on pre-proceedings that do not go to court • Number of children entering custody • % children open to Youth Justice Services where exploitation is identified as a factor • Number of Child Criminal Exploitation/Child Sexual Exploitation cases • Demographics • Extra-familial Harm measure - frequency of 'risk outside of home' as a reason for children being taken into care

Theme	Examples
LA/ Service Data	<ul style="list-style-type: none"> • Number of children referred to National Referral Mechanism • Number of children found to have been human trafficked (broken down by British and other nationals) • % s47 which result in Child Protection Plan • Comparison of performance data and outcomes across similar organisations/ regions • Number of children on plans where contextual safeguarding is a feature • Number of children subject to repeat child protection plans within 2 years • Number of strategy meetings parents attend • Number of strategy meetings that result in s17 instead of s47 • % of s47s that resulted in no further action • Rate of adolescents entering care • Types of care orders used in overseas placements • % of children whose overseas placement had a positive experience or breakdown of placement. • Number of international kinship placement assessment • Number of repeat s47 referrals (when previous referrals didn't result in s47)

Outcome 4 – children in care and care leavers have stable, loving homes

Theme	Examples
<p>Experience of the child</p>	<ul style="list-style-type: none"> • Number of reports of abuse in adoption • Number of reports of abuse in foster care • Number of reports of abuse in children’s home • % of placement breakdown • % of multiple placements • % of multiple social workers/other professionals children in care have had • Distance of placement from home • % of children living out of home area (local community) • % of care leavers in unsuitable accommodation • % of children in care in good/outstanding accommodations • length of time children in care spend with friends / socialising / activities and hobbies • strengths and difficulties questionnaire scores for children in care • % of young people reporting they have at least 2 strong, positive relationships at the point of leaving care • % of children in placements not meeting their needs or meeting all needs • Number of times children are changing educational settings by age • Length of time it took for children to get into full time education after a move has happened. • Key Stage attainment scores • % of children in care in higher education • % of placement breakdown

Theme	Examples
Child outcomes	<ul style="list-style-type: none"> • Local authority and IFA placement percentages • % of children in care living in foster care • Time taken for a child's profile to be made visible to external agencies. • Time it takes for them to be matched. • % of siblings placed together when placed in care • % of departed siblings • % of care leavers in higher education • % of care leavers in apprenticeships • % of care leavers in stable accommodation • % of care leavers who receive dedicated parenting support, to ensure their children remain in their care, where safe to do so • % of care leavers who go on to have children removed from their care • % of care leavers unavailable for Education, Employment or Training due to illness/disability/pregnancy • % of care leavers in Education, Employment or Training
Contextual information	<ul style="list-style-type: none"> • % on Child and Adolescent Mental Health Service (CAMHS) waiting list • % of Initial Health Assessment/Review Health Assessments/immunisations • % of Initial Health Assessments/Review Health Assessment/immunisation/dental assessments done for children in care • Demographics
Family experience and support	<ul style="list-style-type: none"> • Quality and quantity of time spent with birth family
LA/ Service Data	<ul style="list-style-type: none"> • % of children in care living in residential care

Enabler 1 – the workforce is equipped and effective

Theme	Examples
<p>LA statistics</p>	<ul style="list-style-type: none"> • Workforce numbers • Number of agency social workers • Number of other types of supporting front line practitioners • Number of social worker absence (including reason) • Rate of agency staff us • Rate of sickness leave (including long term sickness) • Vacancy rates • Number of unfilled social worker vacancies • Number of unfilled other front line practitioner vacancies • Number of social worker leavers • Pay • Rate of pay in comparison to other authorities • Rate of pay of agency social workers • Rate of pay of non-agency social workers • Sickness rates • Sickness absence rates • % of sickness absence related to stress • Complaints/referral to regulator • Number of complaints against social workers • Number of social worker referrals made to the regulator • Data on diversity of staff • Demographics of staff (to see if they reflect demographics of children and young people) • Local area demographics

Theme	Examples
Social Worker experience	<ul style="list-style-type: none"> • Wellbeing/satisfaction rates • Retention/length of service • Average number of years in service • % of social workers with over 5 years of service • % of social workers leaving LA as opposed to moving within LA • Experience level • Number of years post qualifying • Level of training offered • Number of social workers with continuous professional development (CPD) qualifications • % of multi-agency professionals who have completed training on trauma-informed, relationship-based practice • Average number of supervisions per social worker • % of Personal Advisers who have achieved a recognised qualification within three years of starting as a Personal Advisor. • Number of social workers on graduate entry training schemes • Apprenticeship rate • % of social workers who qualified through an apprenticeship • % of time spent face to face with children vs time spent on paperwork
LA Leadership	<ul style="list-style-type: none"> • Quality of management • Quality of supervision
Family experience and support	<ul style="list-style-type: none"> • Turnover rate for the child (how many social workers in a year) • Child: social worker ratio • Turnover of non-social workers: workers in Early Help, residential care, Designated Safeguarding Leads, designated teacher

Enabler 2 – leaders drive conditions for effective practice

Theme	Examples
LA statistics	<ul style="list-style-type: none"> • Breakdown of expenditure (% spent on CSC, training) • % of money spent on family support services/early help/prevention services • % of money spent on family solutions (Family Group Conferencing) • % of money spent on financial support for kinship and Special Guardianship Order • Proportion of Government money issued to Child Social Care • % of money allocated to Special Educational Needs and Disabled (SEND) children in the care system • % of money allocated to multi-agency services associated to the social care system • % of local authority spend on children’s services • Average cost of placements
Social worker experience	<ul style="list-style-type: none"> • Learning and development opportunities • Rate of CPD uptake amongst Children Social Care/Early help workforce • Staff Feedback/staff surveys (qualitative) • Rate of promotion/progression
Leadership	<ul style="list-style-type: none"> • Time spent on supervision • Rate of managerial feedback • Turnover of leadership • Length of time in post (Director of Children’s Services) • Diversity of leadership (relative to local area demographics)

Annex C – National Practice Group

The [National Practice Group](#) (NPG) was brought together to help to develop the Children's Social Care National Framework and Dashboard.

The NPG brings together experts in practice, evidence, lived experience and multi-agency working to share advice, expertise and practice leadership.

The group is chaired by Isabelle Trowler, Chief Social Worker for Children and Families.

The current members are:

- Dr Alison Steele, Consultant Paediatrician
- Anna Bachoo, Director of Strategic Planning, Foundations (What Works Centre for Children & Families)
- Annie Hudson, Chair, Child Safeguarding Practice Review Panel
- Colum Conway, Chief Executive, Social Work England
- Donna Molloy, Deputy Chief Executive, Foundations (What Works Centre for Children & Families)
- Jansy Kelly, Deputy Director of Social Care and Regulation Practice, Ofsted
- Jenny Turnross, Corporate Director for Children and Young People's Services, Liverpool City Council
- Lorraine Parker, National Facilitator, Safeguarding Children Reform (police)
- Mags Mulowska, Expert by experience
- Rasheed Pendry, Deputy Director of Children's Services, Wandsworth
- Rashida Baig, Director of Children's Safeguarding and Social Work, Camden
- Richard Gill, Chair, Teaching School Hubs Council
- Sal Tariq, Director of Strengthening Families Programme, Leeds
- Stuart Carlton, Corporate Director of Children and Young People, North Yorkshire
- Sue Williams, Programme Director, The Centre for Family Safeguarding Practice, Hertfordshire



Department
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