

Agenda



Delegated Decisions - Cabinet Member for Social Services

Date: Wednesday, 17 October 2018

To: Councillor P Cockeram

Item		Wards Affected
1	<u>Children and Young People Services Service Plan 2018-2022</u> (Pages 3 - 34)	All Wards

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Report

Cabinet Member for Social Services

Part 1

Date: 17 October 2018

Subject Children and Young People Services Service Plan 2018-2022

Purpose To seek a Cabinet Member decision to approve the service plan for 2018-2022

Author Head of Service

Ward All

Summary The service plan sets the scene for how the service area will contribute to the council's corporate plan and the overall vision for the council. The service plan sets short term and longer term actions to align to the same time period as the corporate plan, progress will be reviewed at regular intervals and more detail will be added to the longer term actions as they become more current.

Proposal To approve the service plan 2018-2022

Action by Head of Service

Timetable Immediate

This report was prepared after consultation with:

- Heads of Service
- Directors

Signed

Background

The service plan sets the scene for how the service area will contribute to the council's corporate plan and the overall vision for the council. The service plan sets short term and longer term actions to align to the same time period as the corporate plan, progress will be reviewed at regular intervals and more detail will be added to the longer term actions as they become more current. The council's service plans are detailed planning documents that answer the following questions:

- What will we do?
- What impact do we intend this to have?
- How will we know we have done it?
- How will we measure success?
- Do we have the resources to deliver what we have planned?
- What could prevent us from achieving success?

Introduction

The Service Plan has been prepared in accordance with the Council's guidance and is appended to this report.

Financial Summary

The service plan provides information about the resources available to the service area, for example, staff, finances, income, investments etc.

Risks

The risks to the delivery of the service plan are included within the service plan.

Links to Council Policies and Priorities

Service plans provide actions to deliver the objectives and goals that are set out in the corporate plan.

Options Available and considered

Option 1 – to approve the Service Plan

Option 2 – to amend and approve the Service Plan

Preferred Option and Why

The preferred option is 1. The Service Plan provides important direction to the service area and provides the actions that aim to achieve the planned outcomes of the corporate plan.

Comments of Chief Financial Officer

The Service Plan sets out current level of resources in service areas and direction of travel in how services will develop over the medium term. Significant savings will be required over this period and therefore plans on how services develop will need to take that into account, including the delivery of the Administration's key priorities, including those set out in the Corporate Plan

Comments of Monitoring Officer

There are no legal implications. The Service Plans have been prepared in accordance with the Council's performance management framework and reflect both statutory responsibilities and strategic objectives for the relevant services.

Comments of Head of People and Business Change

Any actions arising from the service plans that have additional human resources implications will need to be the subject of a separate report.

The service plans identify the actions that will be taken to achieve the objectives and priorities of the corporate plan and take in to account our legislative duties, including the Well-being of Future Generations Act (Wales) 2015 and the Local Government Measure 2009. The plans form an essential part of the Councils performance management arrangements.

Comments of Cabinet Member

Clearly, as a local authority, we are experiencing major budget pressures, especially under the most austere financial time this authority has been subjected too. Governments Nationally and Regionally must be made aware that these cuts cannot continue without serious harm being imposed on our most vulnerable. There are two clear pressure points, i.e. out of area placements and foster care. The service plan clearly identifies this, and the planned way forward I feel is quite exciting. May I also pay tribute to the staff of Children Social Services for their professional and dedication to the service. I commend the service plan.

Local issues

None

Scrutiny Committees

The mid-year and year end reviews of progress against the service plan will be considered by scrutiny committees.

Equalities Impact Assessment and the Equalities Act 2010

The Equality Act 2010 contains a Public Sector Equality Duty which came into force on 06 April 2011. The Act identifies a number of 'protected characteristics', namely age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; sexual orientation; marriage and civil partnership. The new single duty aims to integrate consideration of equality and good relations into the regular business of public authorities. Compliance with the duty is a legal obligation and is intended to result in better informed decision-making and policy development and services that are more effective for users. In exercising its functions, the Council must have due regard to the need to: eliminate unlawful discrimination, harassment, victimisation and other conduct that is prohibited by the Act; advance equality of opportunity between persons who share a protected characteristic and those who do not; and foster good relations between persons who share a protected characteristic and those who do not. The Act is not overly prescriptive about the approach a public authority should take to ensure due regard, although it does set out that due regard to advancing equality involves: removing or minimising disadvantages suffered by people due to their protected characteristics; taking steps to meet the needs of people from protected groups where these differ from the need of other people; and encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low.

Children and Families (Wales) Measure

Although no targeted consultation takes place specifically aimed at children and young people, consultation on is open to all of our citizens regardless of their age. People replying to consultations are not required to provide their age or any other personal data, and therefore this data is not held or recorded in any way, and responses are not separated out by age.

Wellbeing of Future Generations (Wales) Act 2015

Service planning supports the achievement of the council's wellbeing objectives as set out in the corporate plan; and ensures that the Council incorporates the five ways of working when developing plans. Further work to integrate the planning and reporting framework of the plans and the Council's legislative duties will continue develop the process so that service plans become live documents that demonstrate the Councils commitment to achieving its wellbeing objectives as included in the corporate plan.

Crime and Disorder Act 1998

Section 17(1) of the Crime and Disorder Act 1998 imposes a duty on the Local Authority to exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent, crime and disorder in its area.

Consultation

Comments received from wider consultation, including comments from elected members, are detailed in each application report in the attached schedule.

Background Papers

'Together for Newport' – Newport City Council Corporate Plan 2017-2022

Cabinet Report: Performance Monitoring: Improvement Plan and Well-being Objectives (18th April 2018)

Dated: 17 October 2018

Children's Service Plan 2018 - 2022

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Introduction & Background

The statement of purpose for Children's Services is:

"To promote and safeguard the wellbeing of children and young people in need within their families, and where this is not possible, to provide 'good quality alternative care'"

The challenges faced by children's social care include the immense pressure on front line social workers who are dealing with children and families who are at considerable risk, societal pressures linked to public perceptions of risk and perceived failings, the volume of need and managing the expectations and fears of the public and other agencies, managing increasing expectations from CIW, significantly increased demands on social workers from the judiciary, finding suitable placements for children with complex needs and challenging behaviour, managing budget pressures particularly on placements for children in care, emerging evidence in practice developments and changes in guidance, regulation and requirements.

The workforce within Children's Services continues to strive to deliver the best possible services to children, young people and their families as they continue to improve, innovate and embrace positive developments.

Key to all our work is firstly to support children to remain safely with their families. Our emphasis on preventative services alongside support for families to explore their strengths and meet the needs of their children is crucial in meeting this first outcome. Secondly when children are in our care and leave our care we must do everything to support them to ensure positive outcomes. Children and families deserve services that are truly holistic and recognise the multifaceted nature of families lives. In order to ensure we can work to meet this need partnership underpins our service. We work with families and a broad range of agencies to meet our stated outcomes and to offer the best possible services.

Over the coming four years we will look to develop and enhance all elements of Children's Services to safely reduce the numbers of children being looked after while ensuring that those who are looked after have effective and nurturing placements which promote aspiration into adulthood.

Key Statistics

Between the periods 2017- 2035 it is predicted that the 0 - 25 year population will decrease in Wales however Newport is forecast to move against this trend as the 0 - 25 year population is expected to rise from 51,130 to 55,200. This is in contrast to other Gwent Authorities. By 2020 Newport's overall 0 - 25 year population will have risen by 1%, compared to Torfaen decreasing by -1%, Caerphilly by -2% and Blaenau Gwent by -4%. These pattern continues to 2035 as Newport is forecast to a population increase of +8%, compared to Torfaen decreasing by -5%, Caerphilly by -10% and Blaenau Gwent by -18%.

Stats Wales report Newport has the 2nd biggest ethnic population in Wales, after Cardiff. The population is 89.9% white and 10.1% non-white with the number of people from a non-white background increasing. There was an estimated 6.6% population increase of people from a minority background in the city in 2009, an increase of 4.8% in 2001; a higher proportion of people from a non-white background than for Wales as a whole. The 2011 census states that 8% of Newport resident were born outside of the UK with 57% arriving after 2000, this is considered to be a major factor in the 'youthfulness' of Newport.

Both the overall increase in the population of under 25s and increasing numbers of non-white young people will impact on the numbers of children and families requiring the services provided by Children's Social Care.

Of the 35,000 children in Newport over the course of the year approximately 1,400 will be supported by Children's Services with a Care and Support Plan as defined by the Social Services and Well Being Act (Wales) 2014. Of these children about 975 will be cared for wholly within their families. 425 will during the course of the year become looked after with on average 320 being in local authority care at any one time. In addition to the 1400 the Preventions services managed by Children's Services but below the statutory threshold for child protection interventions will support a further 1,200 children and their families.

Children's Social Care provides care and support for the most vulnerable children and is not a universal service. Therefore the numbers of children accessing provision is inevitably relatively small. However, the children experience needs and risks which will inevitably be adverse childhood experiences (ACEs). All of the children and young people supported by children's services will experience multiple forms of deprivation and without support they will face adulthood with the long term detrimental impact of a childhood of negativity and unacceptable physical and emotional abuse. The impact of ACEs into adulthood is well documented and directly evidences the poor outcomes for children experiencing multiple ACEs. The challenge for Children's Services is how to remedy and repair before the ACEs wreak damage into adulthood.

In order to ensure we deliver our core purpose we work to ensure

- Children are protected from harm by timely and effective interventions
- Vulnerable children and families receive appropriate help at the earliest point that need is identified
- Children and families who receive help are able to demonstrate improvements in wellbeing and reduction in risks
- Services working with children and families are able to join together to provide a pathway of service provision from prevention through early intervention to acute services
- Services are person centred, outcome focussed and evidence based

Children & Family Services provides a range of services to families and children requiring care and support including specialist provision for those most vulnerable and at risk of social exclusion, such as those at risk of significant harm, disabled children, children looked after and unaccompanied (separated) children and young people.

All of the teams work along a continuum of receiving and managing referrals, undertaking assessments, offering crisis and planned support to children and families, preparing and implementing care plans, protecting children through the implementation of legal process, developing and maintaining the resource base of fostering and residential care.

- **Operations**

The teams undertake first point of contact for referrals from the public and other agencies. They assess need, investigate children at risk of harm, prepare complex assessments and multi- agency plans, convene child protection strategy meetings and conferences, co-ordinate plans, conduct reviews and report on progress. They initiate care proceedings, provide complex reports to court and assess, plan, review the needs of children in care and put in place permanency plans for children who cannot remain with their birth parents

- Newport Safeguarding Information Hub
- Duty and Assessment Team
- Child Protection and Children requiring Care and Support Teams x 4
- Mentoring Assessment and Consultancy
- Disabled Children's Team
- Pathway Teams x 3
- Youth Justice Team

- **Placement resources for our Looked After Children**

The teams provide the direct care for children who live in residential homes, support and develop our in-house fostering services, coordinate our Out of Authority placements, promote educational achievement, provide training and therapeutic support to enhance emotional and mental wellbeing.

- Residential Services
- Fostering Team
- Matching and Placement Support Team

- **Integrated Family Support Services**

The teams provide a range of evidence based, outcome focussed interventions designed to reduce risk in families, improve resilience and avoid the need for more acute services. They work with the frontline social work teams to prevent children coming into the care system unless it is absolutely necessary. They support families when children are being rehabilitated to the care of their birth families and provide court ordered supervised contact as well as certain key programmes requested by the courts.

- Family Assessment and Support Team including family support workers
- Family Contact Service
- Prevention Services

- **Safeguarding**

The child protection unit is made up of the Independent Reviewing Officers who chair child protection conferences and children in care reviews. In addition the Unit undertakes Strategy meetings for all professionals. There is some additional capacity for quality assuring safeguarding activity. The Unit fulfils the functions of carrying out certain elements of the internal inspection processes of the residential units including the monthly Regulation 32 reporting. Staff in the unit coordinate Newport's contribution to the work of the South East Wales Safeguarding Children's Board including participation in Child Practice Reviews. The unit includes a post specifically to coordinate and develop services for children and young people at risk of child sexual exploitation.

The Adults at Risk team and the Education Safeguarding Officer are sited within the safeguarding function of the Local Authority to provide a comprehensive safeguarding service.

The Regional Violence against Women, Domestic Abuse and Sexual Violence team are based with safeguarding. The team work to a funding plan agreed with Welsh Government to develop regionally coherent services and ensure the strategic direction across the Gwent footprint is in line with the requirements of the Violence against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015. During the course of 2016/17 the team will assume the management function for the IDVA provision and undertake early adoption of Ask and Act.

Setting Objectives

Objectives for next 5 years

Our main objectives for the next five years are:

1. Preventative services to support children to safely remain with their families
2. Improve outcomes for children in care and care leavers
3. Ensure a range of placements are available for looked after children
4. Prevent offending and re-offending by children and young people
5. Develop and promote the Children's Charter

All of the objectives for Children's Services relate directly to the corporate vision to improve people's lives. Delivering statutory children's services safely and effectively has to be built on courageous, positive and responsible working. The objectives contribute to the wellbeing objectives 3 & 4 to enable people to be resilient and independent and build sustainable communities. These services meet the Population Needs Assessment outcomes to improve outcomes through good partnership working and ensuring children and young people experience good mental health and emotional wellbeing.

To achieve these objectives we will plan and review actions in the short and longer term.

Strategic Links

Well-being of Future Generations (Wales) Act 2015

- Work better together
- Look to the long term as well as focusing on now
- Take action to try and stop problems getting worse – or even stop them happening in the first place

Well Being Goals

- A resilient Wales
- A Healthier Wales

Social Services & Well Being Act 2014

- Local Authorities must provide or arrange preventative services and through social enterprises, co-operatives, user-led services and the voluntary sector
- Requirement for Local Authorities and Health to develop pooled budgets and jointly commission services for children with complex needs
- Carers have an equal right to be assessed for support
- Focus on prevention and early intervention to minimise the escalation of critical need
- Stronger powers to keep people safe from abuse and neglect

Ministerial Advisory Group Improving Outcomes for Children

Four key works streams considering effective practice, early intervention and prevention, edge of care and assessment, permanency and corporate parenting.

Regulation and Inspection of Social Care (Wales) Act 2016 (RISCA)

- Outlines changes to the regulation and inspection of social care in Wales. It supports the aims of the Social Services and Well-being (Wales) Act putting greater emphasis on the rights of people using care and support services
- Requires the registration of all employed carers

Gwent Area Plan for Health, Social Care & Well Being 2018/2019

- Sets out how the principles of working under the Social Services and Well-being (Wales) Act 2014 will be delivered, especially in relation to integration and preventative working and transformational change
- People are identified early if they need care or support and they are prevented from ill health or decline in wellbeing wherever possible
- Sets out the framework for all health and social care partners to work together to a common agenda for the regional planning, design and delivery of integrated services for those with a care and support need
- Sets out the priority of collaborative initiatives by integrating social services, health and third sector provision at a local level

Newport Well-being Objective 3 - To enable people to be healthy, independent and resilient

- Support people to remain living independently in their homes and communities
- Work with partners to promote healthy lifestyles and support the prevention, early intervention and self-management of illness

Corporate Plan 2017 – 2022

- Resilient Communities
- Improving People's Lives
- Our City Council's key role is a facilitator and enabler with a focus on prevention

Corporate Safeguarding Plan 2018/2019

- Sets out the key priority work plans for both Corporate Safeguarding arrangements and the Safeguarding specific teams (reviewed annually)

Objective 1	Preventative services to support children to safely remain with their families		
Description	Prevention and early intervention are key drivers in the SSWA. Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
The Newport Safeguarding Hub went live in February in 2018. The Hub is a pilot being undertaken on behalf of the 5 Gwent LAs, Police and Health	Diminution in referrals and assessments required from Adult and Children's services as a result of earlier and more appropriate signposting. Better quality referrals by all agencies. Timely responses to all referrals thus obviating delayed interventions. Less duplication across agencies	The Hub works with children, adults, Gwent Police, children's preventions, IDVAS. Discussions are underway to improve the contact points for education and health with consideration for how effective hub collaboration could be achieved.	Safeguarding Service Manager
Embed the management changes of the past year in the Preventions Service. Embed awareness of the changes brought by the joining with Primary Mental Health	In the short term a diminution in the number of children referred to Children's Services and for acute mental health services will indicate the success of the Preventions Services. A sustained reduction will demonstrate continued success	Key to the coming year will be working with colleagues in the LA and partner agencies to ensure Flexible Funding can effectively deliver broad prevention services including comprehensive services for children and families.	Service Manager for IFSS Head of Children's Services
Develop the specifications for the coming phase of the strategic	A reduction in the number of children becoming looked after	Barnardo's successfully tendered to continue as the strategic	Head of Children's Services Service Manager for IFSS

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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
partnership with Barnardo's including an analysis of recent increases in the numbers of children becoming looked after. Consider the range of interventions offered in the partnership and assess the continued efficacy of each intervention	will be in part attributable to the success of family support and edge of care services. However, it is important to acknowledge the reason why children become looked after are multi factorial.	partner. Working in partnership over the coming year will see the development of the next stage of the strategic partnership.	
Reflect Develop the evaluation for beyond 18/19. Refine the models Evidence the national development programme for models across wales	Reduction in the number of women repeatedly losing children to the care system	Sexual Health Consultant, Welsh Government	Head of Children's Services Service Manager for IFSS
IFST Put in place the redesigned reporting framework to ensure compliance with Part 9 of the SSWA. Lead for Gwent to collate	Strong compilation of the data for family support services. Compliance with Part 9 of the Act.	The four Gwent LAs and Aneurin Bevan Health Board	Service Manager for IFSS

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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
the data for six monthly submission.			
CANS The CANS provision is very well received and can evidence good outcomes. It has contributed to a reduction in referrals to DCT. The CANS provision is not resourced in a way to meet the need. Explore increased resourcing.	Reduction in waiting list for CANS. Maintenance of reduced waiting lists for DCT.	Families First, Disabled Children's Team	Head of Children's Services Service Managers for IFSS and DCT
Disabled Children's Strategy –the current services for disabled children are spread across the Council. The services are not joined up and accessing service is described as complicated by parents.	Increased satisfaction and an improved range of services for disabled children across all areas of Council provision.	Council wide but particularly education and play colleagues. Parent groups	Head of Children's Services Service Manager for DCT
Rollout the Attachment and trauma service offered by the psychology team from ABUHB	The service will consistently operate with an understanding of attachment underpinning all interventions. All parts of the	Aneurin Bevan Health Board and the Children and Young People's Partnership Board.	Head of Children's Services

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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
	service will engage in the training and consultancy and then employ the learning with families. Staff to be able to demonstrate they have used the methodology in care planning.		

Objective 2	Improve outcomes for children in care and care leavers		
Description	Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. For care leavers Hidden Ambitions published by the Children’s Commissioner will underpin the actions.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
Review the current Personal Advisors service and assess the future structure in order to broaden the existing offer to care leavers.	Increased services for care leavers and hence improved outcomes from education, employment and training and housing.	The views of young people will be key to improving the service.	Service manager for Pathways
Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	Young people will have a wider range of options for housing post 16. This will include UASCs. Improving the range of choices will lead to fewer breakdowns of housing arrangements and a decreased use of B and B.	The views of young people will be key to improving the service. Housing colleagues in the Local Authority. Housing providers including specialist support providers.	Service manager for Pathways
Council tax – work with finance colleagues to establish the mechanisms for care leavers to no longer pay council tax.	Care leavers will experience some form of exemption from council tax and so be better equipped to cope financially.	Finance staff	Service manager for Pathways
Development of improved choices for work experience,	Care leavers will have improved choices post 16 and therefore be	Workforce development, education, careers.	Service manager for Pathways

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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
apprenticeships and wider employment and training options	more able to access wider career choices and become financially independent		
Review current arrangements for Matching and Placement Support in line with changes arising from new arrangements for fostering as a result of the regional work and NFF	Increased stability of placements and hence improved outcomes for children and young people	Regional fostering group, NFF, all placement teams	Head of Children's Services Service manager for resources
Kinship care support. As a Local Authority we have an increasing number of family care arrangements with support plans agreed with the Court. These are largely children cared for under the auspices of SGOs. The current use of the SSWA to provide meaningful and effective support requires urgent review.	Improved use of family meetings and conferences to avoid lengthy court proceedings and multiple assessments. Agreed packages of support for SGO carers and establishing possible training and separate support group options.	Regional fostering group, NFF, all placement teams, Child Protection teams	Head of Children's Services Service manager for Pathways Service manager for Child Protection teams
Corporate Parenting Strategy –	Revised strategy agreed by	All agencies involved with	Head of Children's Services

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Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
the current strategy is due for review in 2018. This will include the pledges as well as an invigoration of the principles of corporate parenting. The WG guidance on corporate parenting is also being reviewed and will come out during 2018.	Members and partners. Strengthened commitment to council and partner wider services for children who are looked after.	children.	
Rollout the Attachment and trauma service offered by the psychology team form ABUHB	The service will consistently operate with an understanding of attachment underpinning all interventions. All parts of the service will engage in the training and consultancy and then employ the learning with families. Staff to be able to demonstrate they have used the methodology in care planning.	Aneurin Bevan Health Board and the Children and Young People’s Partnership Board.	Head of Children’s Services

Objective 3	Ensure a range of placements are available for looked after children		
Description	<p>Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 2 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children.</p> <p>This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.</p>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
Scope and develop a wider range of choices for placements by considering additional residential beds in new units and enhancing the recruitment strategy for foster carers. In order to fulfil this action I2S funding will support a Team Manager to work on options for placements.	A wider choice of placements with fewer children placed out of county thus generating long term savings.	Fostering and residential providers, ICF, staff across all the resources teams, foster carers, regional fostering post holder, National Fostering Framework and Residential Task group, Children and Families Partnership Board for Gwent residential developments.	Head of Children's Services Service manager for resources when appointed Team Manager funded with I2S
Introduction of RISCA – in 2018/19 a new regulatory framework comes into force. In order to be fully compliant all Statements of Purpose must be reviewed and revised and the role of the RI must be established.	Full compliance with RISCA recognised by the regulator.	Providers and CIW	Head of Children's Services Service manager for resources when appointed

Objective 3	Ensure a range of placements are available for looked after children		
Description	<p>Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 2 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children.</p> <p>This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.</p>		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
MAPS to road map training and support for foster carers	Increased number of carers accessing a wider range of training and so being able to offer children stable placements	Training providers,	Head of Children's Services Service manager for resources when appointed
Complete the 4Cs placement strategy	Strategy submitted to 4Cs.	Providers, staff and 4Cs	Head of Children's Services Service manager for resources when appointed Commissioning manager

Objective 4	Prevent offending and re-offending by children and young people
Description	<p>The Youth Offending Service is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and reoffending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system.</p> <p>The service manager for YOS and the Head of Children’s Services with the Local Management Board are responsible for the delivery of the plan.</p>
<p>The Youth Offending Service has to work to a plan submitted to the Youth Justice Board. This plan will be appended to the Children’s Services plan and the reporting will be to the Local Management Board.</p> <p>Over the coming year a scoping exercise is being carried out across the five Gwent LAs to assess options for Gwent wide YOS provision. This will be reported during the course of 18/19 with a view to conclusions in the latter part of the year.</p>	

Objective 5	Develop and promote the Children's Charter		
Description	A Children's Charter will cross all areas and ensure children's needs are considered in all services. The Charter will build on the work put in place by the Children's First developments to hear the voices of children in their hopes for the future of their city.		
Actions	Impact if Achieved	Collaboration and Involvement	Responsible Person
Developing the Children's Charter to outline our support for all children across the City including the specific needs of the most vulnerable children.	Voice of the child increases in all areas of decision making	Children and young people, education and schools, youth services, all partner agencies, Children's Commissioner's Office.	Head of Children's Services
Scoping of Children First models across the UK	Full understanding of the strengths and weaknesses of different types of Children's Charter models.		
Link with the Festival Of Democracy.	Children play a full part in the Festival Of Democracy		

Actions for the medium and longer term

2019/20

Actions	Links
<p>What actions are needed to achieve the objectives above? All of the actions for 18/19 will require review for 19/20. Given the nature of the work in Children’s Services evidencing success against short time periods is challenging so each of the actions will need further consideration to ensure they have been successful and an analysis of next steps. The Improving Outcomes for Children work under the Ministerial Advisory Group and the Care Crisis Review Options for Change work will also provide avenues to explore based on the scoping exercises and research currently being completed.</p>	<p>The links will continue to be as in 18/19</p>

2020/21

Actions	Links
<p>What actions are needed to achieve the objectives above?</p>	<p>The links will continue to be as in 18/19</p>
<p>For 2020/21 and beyond the outcomes of the work for the possible regional steps for the fostering framework and the YOS will have a significant impact on the actions required. The nature of possible change is still being scoped.</p>	

Performance Indicators

Measure Name	Reference Number e.g. PAM/001 (if existing measure)	Type e.g. SP, PAM, IP	Performance 17/18	Target 18/19
% of children satisfied with their care & support (SSPM, PAM) (A)	CYP/13 PAM/027	PAM, Social Services	88.8%	70%
% of assessments completed for children within statutory timescales (SSPM, PAM) (M)	CYP/24 PAM/028	PAM, Social Services, Wellbeing	91.50% (Feb 18)	90%
% of children supported to remain living within their family (SSPM) (M)	CYP/25	Social Services and Wellbeing	64.50% (Feb 18)	65%
% of looked after children returned home from care (SSPM) (M)	CYP/26	Social Services and Wellbeing	11.30% (Feb 18)	13%
% of re-registrations of children on local authority Child Protection Registers (SSPM) (M)	CYP/27	Social Services and Wellbeing	4.60% (Feb 18)	10%
The average length of time for all children who were on the CPR during the year (SSPM) (M)	CYP/28	Social Services and Wellbeing	267.7 (Feb 18)	260
% of children achieving the core subject indicator at key stage 2 (SSPM) (A)	CYP/29a	Social Services Measure	71.40% (2016/17)	60%
% of children achieving the core subject indicator at key stage 4 (SSPM) (A)	CYP/29b	Social Services Measure	7.10% (2016/17)	5%
% of children seen by a dentist within 3 months of becoming looked after (SSPM) (M)	CYP/30	Social Services Measure	14.10% (Feb 18)	20%
% of children looked after who were registered with a GP within 10 working days (SSPM) (M)	CYP/31	Social Services Measure	91.30% (Feb 18)	90%
% of looked after children who have had 1 or more changes of school (M) (SSPM, SP)	CYP/32 SCC/002	Social Services Measure	12.80% (Feb 18)	12%
% of looked after children who have had 3 or more placements (M) (SSPM, PAM, SP)	CYP/33 PAM/029	PAM, Social Services	10.10% (Feb 18)	9%
Care leavers who are in education, training or employment at 12 months (SSPM) (M)	CYP/34a	Social Services Measure	42.30% (Feb 18)	50%

Measure Name	Reference Number e.g. PAM/001 (if existing measure)	Type e.g. SP, PAM, IP	Performance 17/18	Target 18/19
Care leavers who are in education, training or employment at 24 months (SSPM) (M)	CYP/34b	Social Services Measure	47.10% (Feb 18)	50%
% of care leavers who have experienced homelessness during the year (SSPM) (M)	CYP/35	Social Services Measure	8.50% (Feb 18)	5%
Average number of hours school aged children attend at the start of intervention	New	Local		25
Average number of hours school aged children attend at the end of intervention	New	Local		15
% change in av. Hours school aged children attend at the start & end of intervention	New	Local		40%
% of young people in suitable accommodation at the end of statutory order	New	Local		85%
Number of Looked After Children	New	Local		325
Number of children on child protection register	New	Local		
No children subject interim care orders	New	Local		55
Customer complaints answered in timescales	C&I/L/013	Common	100%	80%
% agreed management actions – implemented within 6 months	FIN/L/013	Common	New	
RTW within 7 calendar days %	NHR/010	Common	65.44%	90%
Employee Sickness	-	Common	14.71	12.5
Employee Sickness Long Term	-	Common	11.56	9.82
Employee Sickness Short Term	-	Common	3.15	2.68

Resources

The current complement of staff and allocation of resources can deliver excellent services within the current demands. There are external changes that may bring additional challenges to the effective deployment of resources. These changes include ongoing operations to address criminal behaviours in some areas of the City, changes in Welsh Government requirements particularly linked to opportunities for care leavers, wider welfare reform changes, greater awareness of the risks of trafficking and child sexual exploitation.

Workforce Planning Data

Headcount	386
FTE	307.45
Permanent	305

Gender	
Female	303
Male	83

Disability	
No	366
Not Disclosed	3
Not Recorded	4
Yes	13

Age	
16-24	8
25-44	211
45-64	160
65-74	6
75+	1

Ethnicity	
Other Ethnicity	24
Not disclosed	3
Not recorded	358
White	1

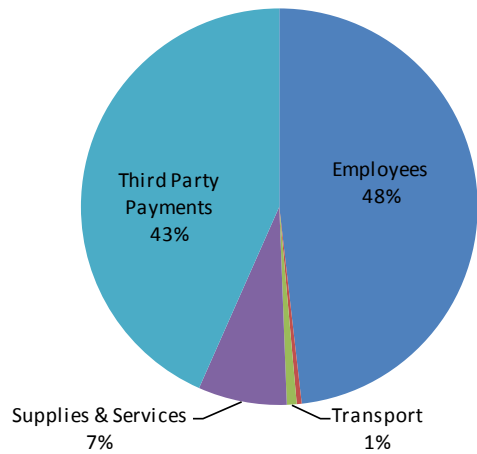
Competency	Welsh Language Skills			
	None	Beginner	Intermediate	Advanced
Reading	213	41	9	7
Spoken	212	43	8	8
Understand	208	46	7	9
Written	218	33	9	7

2018/19 Budget

		£'m
Children's Services	Employees	12.0
	Premises	0.1
	Transport	0.2
	Supplies & Services	1.8
	Third Party Payments	10.8
	Income	-
Children's Services Total		22.4

		£'m
Children's Services	Children	3.6
	Integrated Family Support Service	1.3
	Operations	3.3
	Resources	12.9
	Safeguarding	0.6
	Youth Offending Services	0.7
Children's Services Total		22.4

Analysis of Spend by Subjective Analysis



FTEs by service Area	
Children	49.3
Integrated Family Support Service	58.8
Operations	59.5
Resources	108.1
Safeguarding	19.8
Youth Offending Services	18.8
Total	314.2

2018/19 approved capital budget (as per Feb Council)
Share of £0.2m within Adults

£'m
0

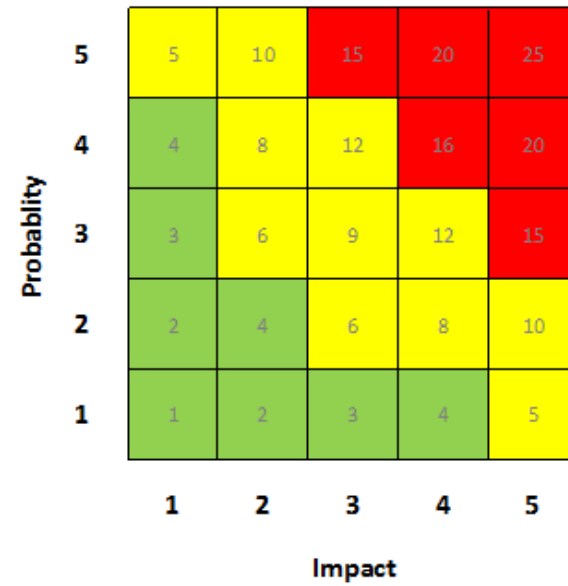
Risk

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
As a result of recent police operations there has been an increased pressure on the provision of the statutory services of YOS. Further operations will increase the risk of YOS failing to meet their statutory requirements.	Identify with partners additional resources to support the assessments and interventions required by the YOS.	Ongoing	3	3	9	Service Manager YOS
Nationally there is a decreasing foster carer cohort and increasing pressure on residential and secure accommodation. If this continues it will heighten the risk of failing to make safe and sustainable placements and increase the likelihood of ever more expensive	<ul style="list-style-type: none"> • Develop a sustainable placements strategy • Work regionally to support high risk placements 	Ongoing but with first review date set for 30.09.2018	4	3	12	Head of Service

Risks Identified	Mitigation	Timescale for mitigation activity	Impact score	Probability score	Risk Rating (Impact x probability)	Responsible Person Within the service area
placements.						
Reducing budgets and the delivery of Statutory Services	<ul style="list-style-type: none"> • Specifically identifying savings to protect statutory services • Provision and monitoring of the Medium Term Financial Plan • Budget setting process protects statutory services 	Ongoing with monthly review	3	3	9	Head of Service
Safeguarding That the arrangements and the implementation of policies and procedures by the council (and its partners) are not adequate to protect vulnerable adults and children who may be at risk of significant harm	<ul style="list-style-type: none"> • Safeguarding Action Plan agreed and implementation underway in place • Continuous review of policies and procedures • Partnership working • Raising awareness of policies and procedures with staff 	Ongoing with timings set in safeguarding plan	4	3	12	Service Manager Safeguarding

Risk Scoring

Probability description	Score
Very Low probability	1
Low probability	2
Medium probability	3
High probability	4
Very high probability	5
Impact description	Score
Negligible	1
Low	2
Medium	3
High	4
Very High	5



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