

# Agenda



## Delegated Decisions - Cabinet Member for Social Services

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Date: Monday, 6 February 2023

To: Councillors J Hughes and S Marshall

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Item		Wards Affected
1	<u>Children's Services - Service Plan</u> (Pages 3 - 26)	All Wards

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# Report

## Cabinet Member for Social Services

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### Part 1

**Date:** 6 February 2023

**Subject** **Children Service Plan 2022-24**

**Purpose** To agree Children Services Service Plan 2022-2024 to support the delivery of the Corporate Plan 2022-27.

**Author** Head of Children Services

**Ward** All

**Summary** In November 2022, Newport City Council agreed the delivery of the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer, Greener Newport for Everyone*. To support the delivery of the Corporate Plan, each service area has developed their service plan of their objectives and key priorities.

The Children Services Service Plan 2022-24 has identified 4 objectives which will support the delivery of the Corporate Plan:

**Objective 1** – Deliver effective services to support children to safely remain with their families.

**Objective 2** – Improve outcomes for children in care and care leavers including a focus on safe reunification.

**Objective 3** – Ensure a range of placements are available for children looked after.

**Objective 4** – Prevent offending and re-offending by children and young people.

Additionally, the service plan includes the service area's projects and workforce development which will continuous improvement of services. To monitor the delivery of services, the Plan also includes key performance measures and risks which could prevent the service from achieving its objectives and/or impact delivery.

The Plans will be subject to six monthly reviews by the Council's scrutiny committees and will support the Council's annual Well-being and Self-Assessment Report.

**Proposal** For the Cabinet Member(s) to approve the Children Services Service Plan to support the delivery of the Corporate Plan.

**Action by** Head of Service

**Timetable** Immediate  
This report was prepared after consultation with:

- Performance Scrutiny Committee
- Cabinet Member(s)
- Executive Board
- Corporate Management Team

**Signed**

## Background

In November 2022, Newport City Council approved the Council's Corporate Plan 2022-27 to deliver an *Ambitious, Fairer and Greener Newport for Everyone*. The purpose of the Corporate Plan is to support the Well-being of Future Generations Act in Wales and to improve the delivery of services to the citizens of Newport. The Act requires all public bodies to carry out sustainable development to improve Wales' economic, social, environment and cultural well-being. To meet this statutory requirement, Newport Council must set and publish its Well-being Objectives to maximise its contribution to each of Wales' Well-being Goals. There are seven Well-being Goals set out in the Act:

1. A Prosperous Wales
2. A Resilient Wales
3. A Healthier Wales
4. A More Equal Wales
5. A Wales of Cohesive Communities
6. A Wales of Vibrant Culture and Thriving Welsh Language
7. A Global Responsible Wales

### Corporate Plan 2022-27

Newport Council has four Well-being Objectives that are focused on the following areas to meet its overall mission for Newport working to deliver '*an Ambitious, Fairer, Greener Newport for everyone*':

1. Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all.
2. Newport is a city that seeks to protect and enhance our environment whilst reducing our carbon footprint and preparing for a sustainable and digital future.
3. Newport is a supportive city where communities and care are at the heart of what we do.
4. Newport City Council is an inclusive organisation that places social value, fairness, and sustainability at its core.

To deliver each objective, the Council has identified strategic priorities that it will focus on over the next 5 years. Further detail on the Council's strategic priorities are outlined in [Corporate Plan](#). Each of these Well-being Objectives support the Well-being of Future Generations Goals.

### Service Area Service Plan 2022-24

To support the Corporate Plan, Children Services has developed its Service Plan 2022-24 which provides an overview of its priorities and how it will contribute towards the delivery of the strategic priorities. The service plan has identified 4 objectives:

- Objective 1** – Deliver effective services to support children to safely remain with their families.  
**Objective 2** – Improve outcomes for children in care and care leavers including a focus on safe reunification.  
**Objective 3** – Ensure a range of placements are available for children looked after.  
**Objective 4** – Prevent offending and re-offending by children and young people.

Each of these objectives is supported by an action plan of key work that will be contributing towards the achievement of the objective. The service plan also includes the key programmes and projects which the service area will be delivering during the course of the Corporate Plan. Some of these projects will be contributing towards the Council's Transformation Plan as well as improving the delivery of the services within the service area. The service plan also recognises the workforce development of its staff to improve the capacity and capability of staff to achieve the Corporate Plan and deliver continuous improvement.

The service plan includes the key corporate and service area performance measures that it will use to monitor and report progress in the delivery of its key services. Where applicable, targets have been set

by the service area in which it will assess and report its performance. The service plan also includes its risk register of Corporate and service area risks which could impact on the delivery of the plan and its services.

### **Monitoring and Reporting of the Service Plan**

The delivery of the Service Plan is monitored every quarter using the Council's Management Information (MI) Hub. Each quarter service areas will be required to provide updates in relation to the progress of its:

- Objectives and Actions
- Projects
- Workforce Development Actions
- Performance Measures
- Risks (Overview)

Heads of Service will meet with Cabinet Members throughout the year and update on progress on specific work, projects and risk, as part of their briefings. Every six months (Mid-Year and End of Year Reviews) the Council's service areas will be subject to Scrutiny review on the progress against their Service Plans with a report also presented to the Council's Cabinet. Risks identified in the Corporate Risk Register are subject to quarterly review by the Council's Governance and Audit Committee and Cabinet.

At the end of every financial year, the Council produces its annual Well-being Self-Assessment Report which assesses its progress against the delivery of the Corporate Plan and the governance & performance arrangements to deliver it. Service Plans support the production of this report.

### **Financial Summary**

Service Plans are delivered within the agreed budgets of the service area which was outlined in the Council's budget at the start of the financial year. Monitoring and reporting of the Council's budget is undertaken as part of the Council's financial reporting to Cabinet.

Financial decisions relating to specific projects and service area activity is taken by officers and Cabinet / Cabinet Member(s) as per the Council Constitutions and governance processes.

### **Appendix 1 – Service Area Service Plan 2022-24**

#### **Risks**

<b>Risk Title / Description</b>	<b>Risk Impact score of Risk if it occurs* (H/M/L)</b>	<b>Risk Probability of risk occurring (H/M/L)</b>	<b>Risk Mitigation Action(s)</b> What is the Council doing or what has it done to avoid the risk or reduce its effect?	<b>Risk Owner</b> Officer(s) responsible for dealing with the risk?
Corporate Plan Objectives are not achieved as the Council does not have agreed service plans in place.	<b>M</b>	<b>L</b>	Service Plans agreed as per the democratic process and subject to scrutiny review.	Corporate Management Team

\* Taking account of proposed mitigation measures

#### **Links to Council Policies and Priorities**

Corporate Plan 2022-27

Service Plan 2022-27

## **Options Available and considered**

1. To agree the Service Area Service Plan to support the delivery of the Council's Corporate Plan 2022-27
2. To request further information and reject the approval of the service plan.

## **Preferred Option and Why**

For the Cabinet Member(s) to approve the Service Area Service Plan which will provide strategic focus for the service area to contribute towards the successful achievement of the Corporate Plan 2022-27.

## **Comments of Chief Financial Officer**

All services are required to operate within their approved revenue and capital budgets for that financial year / capital programme respectively. Therefore, it is important that all actions and projects contained within all service plans are delivered within the service revenue and capital resources, both internal and external.

Where new/additional on-going and one-off resources are required to deliver transformational and other projects/actions which meet corporate plan priorities; these will need to be approved for funding in the Council's MTFP and annual budgets through the normal processes. As this will give rise to increased budget pressures and challenges, at a most challenging time for Council budgets, services are strongly encouraged to deliver these, wherever possible, from existing resources. In the context of public sector funding over the medium term, any projects of a transformational nature need to deliver savings and/or additional income wherever possible. Such savings and income need to be clearly identified and realised in support of the overall Council medium term financial plan.

## **Comments of Monitoring Officer**

There are no legal implications arising from this Report. The Service Area Plan has been prepared in accordance with the Council's performance management framework and reflects both statutory responsibilities and the strategic objectives and priorities of the Council's Corporate Plan for the relevant service area. Key performance measures and service area risks have been identified for the purposes of quarterly monitoring and reporting throughout the term of the Service Plan.

## **Comments of Head of People, Policy and Transformation**

This service plan has been developed to support the achievement of the new Corporate Plan and embeds the well-being goals of the Well-Being of Future Generations (Wales) Act 2015. The service plan and our corporate plan objectives are ambitious and focused on working collaboratively with our staff, residents, and partners to improve service delivery across the city whilst supporting other related plans and strategies, in particular the council's climate change plan. In addition, there is a strong focus on improving the lives of Newport's Children and Young People through prevention and early intervention and supporting their transition into adulthood.

As the Council works towards its new Corporate Plan and subsequent Service Plans, it will be necessary for each service area to consider the workforce required to achieve the objectives as set out. Any staffing impact will be considered, and consultation will take place as and when necessary.

## **Local issues**

None.

## **Performance Scrutiny Committee**

The Service Plan was presented to the PSC Performance Scrutiny Committee on 6th December 2022. The Feedback and recommendations from the Scrutiny Committee are outlined below and have been considered prior to the approval of the Cabinet Member(s) in this report.

Comments and recommendations are:

- The committee welcomed the Service Area Plans 22-24.
- The committee thanked and congratulated officers and staff for their hard work.
- The committee asked that safeguarding awareness materials be shared with Members so that it can be promoted locally.
- The committee asked that they be updated on:
  - o The Step Up/Step Down work with an invite being extended to the Health Board, and
  - o Work being done with Registered Social Landlords.

### Fairness and Equality Impact Assessment:

For this report, a full Fairness and Equality Impact Assessment has not been undertaken. As part of the Council's Corporate Plan 2022-27, an FEIA was completed to assess the impact of the Corporate Plan which can be found through the link here. In the development of the Service Plan, these have been aligned to the strategic priorities of the Corporate Plan to support its delivery.




Where specific decisions are required by service areas, a separate FEIA will be completed by the service area and included as part of any proposal for Cabinet / Cabinet Member(s).



### Welsh Language Standards:

The final Service Plan will be published in Welsh and English on the Council's website. Where objectives, actions and projects are delivered, these will consider the Welsh Language Standards as required.

### Wellbeing of Future Generation (Wales) Act

Under the Well-being of Future Generations Act (Wales) 2015 and its 5 ways of working principles this report supports:

 <p><b>Long Term</b></p>	<p>The Objectives set out in the service plan supports the long term Well-being Objectives and strategic priorities of Newport City Council and the wider regional and national delivery. Service areas have considered the short and long term impacts of their objectives and actions in the development of the Plan. In the decision making of the service area in relation to specific projects and work will consider the long term impacts based upon the principles set out in the Well-being Act and as part of any FEIA. As the Plan is delivered the service area will review and consider any emerging opportunities and risks and update the Plan as necessary.</p>
 <p><b>Collaboration</b></p>	<p>In the delivery of the service plan, each service area will collaborate locally, regionally and nationally. The service area will also collaborate internally with other service areas and strategic partners as required. NCC will utilise its existing partnership arrangements such as Gwent Public Services Board (One Newport), Cardiff Capital Region, Gwent Regional Partnership Board and other collaborative arrangements to support the delivery of its objectives. Many of the priorities, programmes and projects in the Plan are building on what the Council has set out in its strategies and plans as well as the priorities set at national and regional levels in Wales. As we progress in the delivery of this Plan we will be working across all sectors whether this is private, public sector, not for profit and voluntary groups to share ideas, find innovative and sustainable solutions to tackle the many issues faced by the Council, communities and businesses.</p>
 <p><b>Involvement</b></p>	<p>Newport City Council's Corporate Plan has set out four key principles:  <b>Fair and inclusive</b> – We will work to create fairer opportunities, reduce inequalities in our communities, and encourage a sense of belonging.  <b>Empowering</b> – We will work with and support communities, groups, and partners to thrive.  <b>A listening council</b> – The views of communities, service users and partners will shape the services we deliver and the places you live in.  <b>Citizen Focussed</b> – Everyone who works and represents Newport City Council will put the citizen first, focusing on our core organisational values</p> <p>In the delivery of the service plans, service areas will be using existing mechanisms such as the FEIA process, Consultations, focus groups and general compliments, comments and complaints processes to involve stakeholders in the decision making of key projects, objectives and actions.</p>

	<p>Service Areas will be contributing towards the Council's Strategic Equality Plan and Participation Strategy to enable citizens, and other key stakeholders to contribute towards the delivery and improvement of services.</p>
 <p><b>Integration</b></p>	<p>The service plan supports the Council's Corporate Plan 2022-27 and its Well-being Objectives. Within each Plan, they have identified where their own objectives contribute towards the delivery of the Plan. As we progress with the delivery of the Corporate Plan and service plans we will be working with our local and regional partners to help support the achievement of ours and their vision and objectives. For example, Newport Council will be working with Cardiff Capital Region, Gwent Public Services Board, Regional Partnership Board and the individual organisations to ensure there is synergy in our aims for Newport and to ensure Newport maximises the opportunities offered through integrated approaches that will benefit Newport's communities.</p> <p>Service plans are also aligned to the Council's Strategies such as Climate Change Plan and Digital Strategy as examples. Where there are specific actions to deliver these, the service plans have integrated these into its objectives.</p> <p>As we deliver against our Well-being Objectives and priorities, the Corporate Plan will evolve, considering the ongoing external and internal changes of the organisation and the city. As an organisation we regularly review and challenge ourselves on our objectives, priorities and Plans to ensure they reflect the priorities of communities and the Council.</p> <p>This will also mean considering and integrating the Well-being Act's sustainable principle and of 5 ways of working, Equality Impact Assessment including Socio-economic duty, and Marmot principles in the decisions we make.</p>
 <p><b>Prevention</b></p>	<p>Each of the objectives have considered the actions that we will need to take now to prevent problems from taking place or getting worse across our communities and Council services in the long-term. The Corporate Plan provides many opportunities to tackle the increasing demand faced by our services and getting to the root causes of these pressures.</p> <p>Service Plans have included objectives and actions which aim to prevent the issues being faced now and to find long term solutions to prevent impacts on future generations.</p> <p>Through involvement and collaboration with our partners, communities and businesses we will be designing and delivering services to improve their outcomes and ensure long term sustainability for communities and the Council.</p>

## Consultation

See Scrutiny comments above.

## Background Papers

Corporate Plan 2022-27

**Dated: 6 February 2023**





# Children and Young People Service Plan 2022-24

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Cabinet Members for Social Services	Councillor Stephen Marshall Councillor Jason Hughes
Director for Social Services	Sally Jenkins
Head of Service	Natalie Poyner

## Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission to deliver an Ambitious, Fairer and Greener Newport for everyone and contribute towards Wales' Well-being Goals set in the Well-being of Future Generations Act. To support the delivery of these objectives and strategic priorities, each service area has developed their service plan. The Children Services Service Plan 2022-24 outlines its own priorities and how the service will contribute towards the Corporate Plan and deliver continuous improvement.

Children Services is part of the Council's Social Services Directorate and is responsible for delivering a range of services to families and children in need 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.

Children & Family Services has responsibility for providing services under the Social Services and Wellbeing Act and Adoption Act 2002 which extends the range of services and support to those involved in the adoption process; responsibility for providing fostering service under the fostering regulations and Residential care under the RISCA Act. Youth Justice Services are provided by the multi-agency Youth Justice service established under the Crime and Disorder Act 1998.

Our statement of purpose: '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'.

## Children Services Objectives

To support the delivery of the Corporate Plan, meet our statutory duties and improve the services we deliver, we will be delivering four objectives:

**Objective 1** – Deliver effective services to support children to safely remain with their families.

**Objective 2** – Improve outcomes for children in care and care leavers including a focus on safe reunification.

**Objective 3** – Ensure a range of placements are available for children looked after.

**Objective 4** – Prevent offending and re-offending by children and young people.

# Transformation Plan / Service Area Projects

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Residential Children's Homes Programme</b>	<p>Increase the number of placements for children available in residential care in Newport by developing LA provision.</p> <p>In doing so children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our children is part of this ambition as well as promoting the best use of our resources.</p> <p>This links with the WG eliminate profit agenda, regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments, include completion of Windmill Farm and Mill Barn, completion of Rosedale Annexes, work with Action for Children to develop a partnership to open a regional home for disabled children in Stow Hill, secure Cambridge House funding and change of use for UASC for children aged under 16 to support the National Transfer Scheme regionally.</p>	<p>Well-being Objective 3</p>	<p>Service Manager - Resources</p>	<p>Quarter 4 2027/28</p>
<b>Unaccompanied Asylum Seeker Children (UASC)</b>  <b>International Team</b>	<p>Newport is currently leading on a regional collaboration in order to develop effective services for unaccompanied minors in Gwent. A project manager has been appointed in order to scope existing services across Gwent and to mobile more rural LA's in developing a sufficient infrastructure and to meet the pressures of the mandated National Transfer Scheme.</p> <p>Newport is a City of sanctuary and supports families seeking refuge. Newport has seen a significant number of families settling in the City without recourse to public funds and fleeing war torn countries. Navigating the complex systems is a challenge for practitioners and families and therefore we seek to create an international social work team to develop expertise in order to ensure that our support offer meets the needs of the citizens presenting to us.</p>	<p>Well-being Objective 3</p>	<p>Service Manager - Operations</p>	<p>Quarter 4 2023/24</p>

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
<b>Regional Independent Domestic Violence Advocates (IDVA) service</b>	Outsource commissioning of the Regional IDVA service. Third sector consortia to manage and develop further the regional resource funded by VAWDASV Welsh Government grant and Police and Crime Commissioner Office.	Well-being Objective 3	Safeguarding Manager	Quarter 4 2022/23

# Workforce Development

To support workforce development across the Social Services Directorate, the following actions have been identified as priority between 2022-24.

Action	Outcome(s) of Action Delivery	Responsible Officer (Service Manager)	Action Start Date	Anticipated Completion Date
Build on the existing work to support staff to access social care training including the Open University route to social work qualification.	Retain staff in Newport and increase the pool of qualified social work staff.	Service Manager - Resources	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
Access appropriate regional and National workforce development groups to increase capacity and support the whole social care workforce.	Increase the number of applications of staff to posts in Newport and retain staff within the social care workforce.	Head of Service	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
<b>Children Services</b> - In addition to routine supervision and team meetings and for all teams provide regular sessions for well-being and support.	Support staff in their own well-being and ensure staff are motivated and enabled to carry out their roles.	Head of Service	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

# Service Area Objectives and Action Plan 2022-24

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families.</b>				
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strength 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. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our children who are looked after numbers.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<p><b>WBO 3 / Strategic Priority 1</b> - Create sustainable adult, children's and prevention services through a co-production model with providers, service users, and carers to meet our statutory duties, future demands, and eliminate profit from children's social care.</p> <p><b>WBO 3 / Strategic Priority 2</b> - Safeguarding our children, young people, vulnerable adults and families so that future generations can maximise their potential and have control over their lives.</p> <p><b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives</p>				
<b>Objective Owner(s)</b>		<b>Head of Children Services</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of children who are looked after.	The delivery of all the actions in this section will support Children Services objective to reduce the number of children who are looked after and enable effective early intervention and prevention.	WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	Service Manager - Integrated Family Support	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2026
2	Restructure the child protection teams.	The teams will have greater capacity to prioritise risk and support children to safely remain at home when there is a risk of family breakdown.	WBO 3 / Strategic Priority 1	Service Manager - Integrated Family Support	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2023
3	Continue to increase the support provided to Special Guardianship Order (SGO) carers within Newport.	Develop in house SGO support services. Explore kinship foster carers converting to SGO's	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	Service Manage - Resources	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2025

		Advocate for changes to financial arrangements for SGO carers				
4	Extend the Rapid Response team with an expanded evening and weekend crisis offer.	<p>Number of families supported at point of crisis.</p> <p>Reduction in number of emergency placements.</p> <p>Bid to both Welsh Government and within NCC for resource to expand the Rapid Response team.</p>	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p> <p>WBO 3 / Strategic Priority 4</p>	Service Manager - Integrated Family Support	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2023
5	Complete the embedding of MyST with all our teams.	<p>Number of children supported by MyST to return home or to foster care from residential care.</p> <p>Continue to work with MyST and the expansion of the team.</p>	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p>	Service Manager - Resources	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024
6	Work with partner agencies on a shared understanding and approach to risk of significant harm.	Reduction in number of older children being escalated for "secure" care.	<p>WBO 3 / Strategic Priority 2</p> <p>WBO 3 / Strategic Priority 4</p>	Service Manager - Operations	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024
7	Extend the exploitation social worker offer in order to manage risk and support young people.	<p>Reduction in the number of high-cost placements and children being escalated into residential and secure care by earlier prevention and intervention in relation to exploitation.</p> <p>Resource is already in place but further work to be undertaken to expand this resource and develop the service offer to consider and respond to contextual risks and the broader remit of contextual safeguarding.</p>	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p> <p>WBO 3 / Strategic Priority 4</p>	Service Manager Children's Teams	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024
8	Develop increased opportunities for disabled children and their families to share quality time together. Develop group activities, build on skills in order to support	Work in partnership with parents and partner agencies to develop collaborative opportunities for disabled children. Develop self-help	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p>	Service Manager Integrated Family Support	1 <sup>st</sup> October 2022	30 <sup>th</sup> June 2024



	wellbeing to prevent family breakdown.	groups, peer to peer support and direct/online training.				
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<b>Objective 2</b>		<b>Improve outcomes for children in care and care leavers including a focus on safe reunification</b>				
<b>Objective Outcome(s)</b>		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. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will continue to underpin the actions.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 1</b> - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. <b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 1 / Strategic Priority 6</b> – Work towards eliminating education inequality faced by young learners that are from disadvantaged, Black, Asian, and Minority Ethnic backgrounds, low-income households, and/or have additional learning needs. <b>WBO 3 / Strategic Priority 1</b> - Create sustainable adult, children's and prevention services through a co-production model with providers, service users, and carers to meet our statutory duties, future demands, and eliminate profit from children's social care. <b>WBO 3 / Strategic Priority 2</b> - Safeguarding our children, young people, vulnerable adults and families so that future generations can maximise their potential and have control over their lives. <b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives <b>WBO 3 / Strategic Priority 6</b> - Newport will be a City of Sanctuary which supports Asylum Seekers, refugees and our global community to settle and become part of our community				
<b>Objective Owner(s)</b>		<b>Service Manager - Operations</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
1	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.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	Service Manager Operations	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.	To improve opportunities of successful employment  To explore traineeships and apprenticeship offer within the local authority	WBO 1 / Strategic Priority 6 WBO 3 / Strategic Priority 4	Service Manager Operations	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
3	Continue to work with the Pathway Service and	To ensure sustainable tenancies and provide CLA 15+	WBO 3 / Strategic Priority 2	Service Manager Operations	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024

	stakeholders to ensure that all Children Looked After (CLA) are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.	with the skills, experience and knowledge to help them prepare for independent living.				
4	Develop Young Persons Accommodation Pathway in conjunction with housing and Housing Support Grant (HSG).	<p>To create an effective accommodation pathway which provides a range of accommodation options and a robust mechanism to identify the right provision - Task and Finish group to be set up to help facilitate this work.</p> <p>To create a framework for commissioning the appropriate accommodating for our CLA, 16+ and Unaccompanied Asylum Seeker Children (UASC).</p> <p>Development of the transition training flat service. Development of the Joint housing strategy</p>	<p>WBO 3 / Strategic Priority 2</p> <p>WBO 3 / Strategic Priority 6</p>	Service Manager Operations	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025
5	Develop our participation and co-production offer for CLA and Care Leavers.	<p>To ensure that CLA and Care Leavers have an active voice in shaping, designing and commissioning their services</p> <p>To promote the development of a Children Young People (CYP) forum for CLA, Care Leavers, UASC and those CYP known to the Youth Justice Service.</p>	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p>	Service Manager Operations	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025

<b>Objective 3</b>		<b>Ensure a range of placements are available for children looked after.</b>				
<b>Objective Outcome(s)</b>		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 3 residential homes and 1 short breaks home 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 for children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children. This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<p><b>WBO 3 / Strategic Priority 1</b> - Create sustainable adult, children's and prevention services through a co-production model with providers, service users, and carers to meet our statutory duties, future demands, and eliminate profit from children's social care.</p> <p><b>WBO 3 / Strategic Priority 2</b> - Safeguarding our children, young people, vulnerable adults and families so that future generations can maximise their potential and have control over their lives.</p> <p><b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives</p>				
<b>Objective Owner(s)</b>		<b>Service Manager - Resources</b>				
<b>Reference</b>	<b>Action</b>	<b>Action Outcome(s)</b>	<b>Strategic Priority / Self-Assessment / Continuous Improvement</b>	<b>Action Owner (Service or Team Manager)</b>	<b>Start Date</b>	<b>Anticipated Completion Date</b>
1	To bid for WG funding to develop a parent and baby residential assessment unit, to address the cost of outsourced placements in line with the eliminate agenda.	To promote children and families being able to stay together. This will allow for a provision that can also be offered to the Gwent region to purchase placements.	WBO 3 / Strategic Priority 1	Service Manager Children's Teams	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024
2	Increase the proportion of foster care provision within Newport.	<p>Number of foster carers residing within the Local Authority area.</p> <ul style="list-style-type: none"> <li>• % of CLA in foster placements within the Local Authority.</li> <li>• Target reduction in the number of foster placements provided out of area.</li> <li>• Review and improve foster care recruitment strategy</li> <li>• Explore opportunities for regional commissioning for specialist area</li> </ul>	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p>	Service Manager Resources	1 <sup>st</sup> October 2022	31 <sup>st</sup> August 2024

3	Agreement on viability or not of a scheme for fostering for parent and child placements Briefing between fostering and Baby and Me.	Complete the work to scope developing parent and child placements.	WBO 3 / Strategic Priority 2	Service Manager Resources	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 23
4	Focus on developing specialist fostering placements with psychological support.	Increase in availability of placements for older children  Campaign work with Foster Wales and Regional Development Manager.	WBO 3 / Strategic Priority 2	Service Manager Resources	1 <sup>st</sup> October 2022	30 <sup>th</sup> April 2023

<b>Objective 4</b>		<b>Prevent offending and re-offending by children and young people.</b>				
<b>Objective Outcome(s)</b>		The Youth Justice Service (YJS) 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 re-offending 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. The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.				
<b>Corporate Strategy and/or Strategic Plan supported (If Applicable)</b>		<b>Corporate Plan 2022-27</b>				
<b>Well-being Objective Supported (If Applicable)</b>		<b>Well-being Objective 3</b> - Newport is a supportive city where communities and care are at the heart of what we do.				
<b>Well-being Strategic Priorities Supported</b>		<b>WBO 3 / Strategic Priority 4</b> - Strengthening our investment in early intervention and prevention with a range of youth, play and community based activities supporting families and individuals to live positive and healthy lives <b>WBO 3 / Strategic Priority 7</b> - Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime.				
<b>Objective Owner(s)</b>		<b>Service Manager - Operations</b>				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
Page 22 1	Further develop the support provided by the Youth Justice Service (YJS) incorporating robust early intervention and prevention work; and future service transformation work.	Holistic and timely support is available to all children accessing the service from a multi-agency team, and built into their intervention plans.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	Service Manager Operations	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2024
2	Acquisition of new YJS intervention hub – to promote multiagency working through early prevention and intervention work.	To facilitate and provide CYP open to the YJS receive quality preventions and interventions from a range of different areas including alternative education and accredit qualifications and life skills.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	Service Manager Operations	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2025
3	Develop our participation and co-production offer for all CYP known to the YJS	Development of volunteers – to include service users  Develop Participation and engagement with services Ethnically diverse groups.  Enable and facilitate service development through co-production with CYP.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	Service Manager Operations	1 <sup>st</sup> October 2022	31 <sup>st</sup> March 2024

# Performance Measures

Children and Young People Services performance measures are taken from the Welsh Government Social Services Performance Framework. No targets will be set for these measures. Previous years data for will be used as a 'comparator' to enable monitoring and reporting.

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 2022/23
<b>National (NEW) CH001-</b> The number of contacts for children received by statutory Social Services during the year.	Quarterly	Head of Service	Performance Information Manager	10,104	11,311	N/A
<b>National (NEW) CH/005b-</b> The number where physical punishment by a parent or carer was the only factor	Quarterly	Head of Service	Performance Information Manager	144	85	N/A
<b>National (NEW) CH/015-</b> The total number of children with a care and support plan at 31 <sup>st</sup> March	Quarterly	Head of Service	Performance Information Manager	978	945	N/A
<b>National (NEW) CH/036-</b> The total number of children removed (de-registered) from the child protection register in the last 12 months	Quarterly	Head of Service	Performance Information Manager	148	207	N/A
<b>National (New) CH/033-</b> The total number of children on the child protection register at 31 <sup>st</sup> March.	Quarterly	Head of Service	Performance Information Manager	158	127	N/A
<b>National (NEW) CH/033-</b> The total number of reports of child exploitation received during the year	Quarterly	Head of Service	Performance Information Manager	62	122	N/A
<b>National (NEW) CH/037-</b> The number of children becoming looked after during the year.	Quarterly	Head of Service	Performance Information Manager	91	166	N/A
<b>Local (NEW) CH/L002-</b> The number of children who ceased being looked after during the year.	Quarterly	Head of Service	Performance Information Manager	92	120	N/A
<b>National (NEW) CH/043-</b> The total number of children looked after at 31 <sup>st</sup> March who have experienced three or more placements during the year.	Quarterly	Head of Service	Performance Information Manager	26	50	N/A
<b>National CH/045 -</b> The total number of children who returned home during the year	Quarterly	Head of Service	Performance Information Manager	36	33	N/A
<b>National (NEW) CA/010 -</b> The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	Quarterly	Head of Service	Performance Information Manager	74	127	N/A

Performance Measure Title / Description	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 2022/23
<b>National (NEW) CH/L004</b> – Number of Childrens Residential Fostering Beds	Quarterly	Head of Service	Performance Information Manager	20	22	<b>N/A</b>
<b>National (NEW) CH/L005</b> – Number of Children in care proceedings during the year	Quarterly	Head of Service	Performance Information Manager	44	56	<b>N/A</b>
<b>National CH/039</b> The number of children looked after at 31 <sup>st</sup> March.	Quarterly	Head of Service	Performance Information Manager	378	372	<b>N/A</b>
Youth Justice Service (YJS) Total Number of first Time Entrants	Quarterly	Service Manager Operations	YJS Team	38	13	<b>20</b>
<b>(New)</b> % of cases open to the YJS on a prevention basis	Quarterly	Service Manager Operations	YJS Team	66%	75%	<b>80%</b>
<b>(New)</b> % of cases open to the YJS on an out of court disposals	Quarterly	Service Manager Operations	YJS Team	66%	78%	<b>80%</b>
<b>(New)</b> % of cases open to the YJS on a statutory order	Quarterly	Service Manager Operations	YJS Team	58%	48%	<b>38%</b>
<b>(New)</b> % of cases on remand	Quarterly	Service Manager Operations	YJS Team	2	2	<b>1</b>
<b>(New)</b> % of cases re-offending (re-offending rates)	Quarterly	Service Manager Operations	YJS Team	No Data	30%	<b>25%</b>
<b>(New)</b> % of cases open to the service with Criminal Exploitation (CE) /Criminal Sexual Exploitation (CSE)	Quarterly	Service Manager Operations	YJS Team	No Data	No Data	<b>Baseline Year</b>
<b>(New)</b> % of CYP subject to the CE process, receive a service from the YJS	Quarterly	Service Manager Operations	YJS Team	No Data	No Data	<b>Baseline Year</b>

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# Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
<b>Pressure on the Delivery of Children Services</b>	Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs. This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads	Head of Service	20	6	Corporate Risk
<b>(NEW) Eliminate Profit from Social Care</b>	Increased pressure on Local Authorities to ensure children are placed in accommodation which does not make profit from children. Although Welsh LA's support this is principle it may lead to LA's being forced into developing unregistered emergency placements for children. This is costly and could lead to prosecution of the Head of Children's Services	Head of Service	20	9	Service Risk
<b>Safeguarding Risk</b>	To ensure the Council safeguards adults, children and carers as part of its statutory duty.	Safeguarding Manager	20	4	Service Risk

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