



Children and Young People Service Plan 2022-24

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Introduction

Newport City Council's Corporate Plan 2022-27 has four Well-being Objectives to support its mission 'insert mission Statement here' 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

To support the successful delivery of the Council's Corporate Plan, NCC will have a Transformation Plan that will deliver the strategic programmes and projects that will contribute towards the delivery of the Corporate Plan. Service areas will also be delivering smaller scale projects that will contribute towards continuous improvement in the delivery of services as well as contributing towards the strategic priorities of the Council's Corporate Plan.

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
Residential Children's Homes Programme	<p>Increase the number of placements for children available in residential care in Newport by developing LA provision. 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>	Well-being Objective 3	Yes	Service Manager (JL)	Q4 27/28
Unaccompanied Asylum Seeker Children (UASC)	<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>	Well-being Objective 3	TBC	Service Manager (JM)	Q4 23/24

Programme / Project Title	Project Overview	Well-being Objective(s) supported	Supports Council's Transformation Plan	Programme / Project Manager (Service Manager)	Anticipated Completion Date (Quarter / Year)
International Team	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.				
Regional Independent Domestic Violence Advocates (IDVA) service	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	TBC	Service Manager (FM)	Q4 22/23

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 (LJ)	1 st October 2022	31 st 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 (NP)	1 st October 2022	31 st March 2024
Children Services - 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 (NP)	1 st October 2022	31 st March 2024

Service Area Objectives and Action Plan 2022-24

Objective 1		Deliver effective services to support children to safely remain with their families.				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do.				
Well-being Strategic Priorities Supported		<p>WBO 3 / Strategic Priority 1 - 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>WBO 3 / Strategic Priority 2 - 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>WBO 3 / Strategic Priority 4 - 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>				
Objective Owner(s)		Head of Children Services				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
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 (RB)	1 st October 2022	31 st 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 (RB)	1 st October 2022	31 st March 2023
3	Continue to increase the support provided to Special	Develop in house SGO support services.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	Service Manager (JL)	1 st October 2022	30 th June 2025

	Guardianship Order (SGO) carers within Newport.	Explore kinship foster carers converting to SGO's Advocate for changes to financial arrangements for SGO carers	WBO 3 / Strategic Priority 4			
4	Extend the Rapid Response team with an expanded evening and weekend crisis offer.	Number of families supported at point of crisis. Reduction in number of emergency placements. Bid to both Welsh Government and within NCC for resource to expand the Rapid Response team.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	Service Manager (RW)	1 st October 2022	30 th June 2023
5	Complete the embedding of MyST with all our teams.	Number of children supported by MyST to return home or to foster care from residential care. Continue to work with MyST and the expansion of the team.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	Service Manager (JL)	1 st October 2022	30 th 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.	WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	Service Manager (JM)	1 st October 2022	30 th June 2024
7	Extend the exploitation social worker offer in order to manage risk and support young people.	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. 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	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 4	Service Manager (RB)	1 st October 2022	30 th June 2024

		the broader remit of contextual safeguarding.				
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 wellbeing to prevent family breakdown.	Work in partnership with parents and partner agencies to develop collaborative opportunities for disabled children. Develop self-help groups, peer to peer support and direct/online training.	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	Service Manager (RW)	1 st October 2022	30 th June 2024

Objective 2		Improve outcomes for children in care and care leavers including a focus on safe reunification				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 1 - Newport is a thriving and growing city that offers excellent education and aspires to provide opportunities for all. Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do.				
Well-being Strategic Priorities Supported		WBO 1 / Strategic Priority 6 – 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. WBO 3 / Strategic Priority 1 - 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. WBO 3 / Strategic Priority 2 - Safeguarding our children, young people, vulnerable adults and families so that future generations can maximise their potential and have control over their lives. WBO 3 / Strategic Priority 4 - 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 WBO 3 / Strategic Priority 6 - Newport will be a City of Sanctuary which supports Asylum Seekers, refugees and our global community to settle and become part of our community				
Objective Owner(s)		Service Manager (JM)				
Communication Support / Promotion (Yes / No)		Yes				
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.	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 (JM)	1 st April 2021	31 st March 2024

	Work has already commenced and will continue.					
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 (JM)	1 st April 2021	31 st March 2024
3	Continue to work with the Pathway Service and 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.	To ensure sustainable tenancies and provide CLA 15+ with the skills, experience and knowledge to help them prepare for independent living.	WBO 3 / Strategic Priority 2	Service Manager (JM)	1 st April 2021	31 st March 2024
4	Develop Young Persons Accommodation Pathway in conjunction with housing and Housing Support Grant (HSG).	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. To create a framework for commissioning the appropriate accommodating for our CLA, 16+ and Unaccompanied Asylum Seeker Children (UASC). Development of the transition training flat service. Development of the Joint housing strategy	WBO 3 / Strategic Priority 2 WBO 3 / Strategic Priority 6	Service Manager (JM)	1 st October 2022	31 st March 2025
5	Develop our participation and co-production offer for CLA and Care Leavers.	To ensure that CLA and Care Leavers have an active voice in shaping, designing and commissioning their services	WBO 3 / Strategic Priority 1 WBO 3 / Strategic Priority 2	Service Manager (JM)	1 st October 2022	31 st March 2025

		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.				
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Objective 3		Ensure a range of placements are available for children looked after.				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do.				
Well-being Strategic Priorities Supported		<p>WBO 3 / Strategic Priority 1 - 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>WBO 3 / Strategic Priority 2 - 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>WBO 3 / Strategic Priority 4 - 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>				
Objective Owner(s)		Service Manager (JL)				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
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 (RB)	1 st October 2022	31 st 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"> % of CLA in foster placements within the Local Authority. Target reduction in the number of foster 	<p>WBO 3 / Strategic Priority 1</p> <p>WBO 3 / Strategic Priority 2</p>	Service Manager (JL)	1 st October 2022	31 st August 2024

		<p>placements provided out of area.</p> <ul style="list-style-type: none"> • Review and improve foster care recruitment strategy • Explore opportunities for regional commissioning for specialist area 				
3	<p>Agreement on viability or not of a scheme for fostering for parent and child placements</p> <p>Briefing between fostering and Baby and Me.</p>	<p>Complete the work to scope developing parent and child placements.</p>	WBO 3 / Strategic Priority 2	Service Manager (JL)	1 st October 2022	31 st March 23
4	<p>Focus on developing specialist fostering placements with psychological support.</p>	<p>Increase in availability of placements for older children</p> <p>Campaign work with Foster Wales and Regional Development Manager.</p>	WBO 3 / Strategic Priority 2	Service Manager (JL)	1 st October 2022	30 th April 2023

Objective 4		Prevent offending and re-offending by children and young people.				
Objective Outcome(s)		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.				
Corporate Strategy and/or Strategic Plan supported (If Applicable)		Corporate Plan 2022-27				
Well-being Objective Supported (If Applicable)		Well-being Objective 3 - Newport is a supportive city where communities and care are at the heart of what we do.				
Well-being Strategic Priorities Supported		WBO 3 / Strategic Priority 4 - 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 WBO 3 / Strategic Priority 7 - Promote positive community inclusion and culture by engaging with key stakeholders and communities to address issues of anti-social behaviour and crime.				
Objective Owner(s)		Service Manager (JM)				
Communication Support / Promotion (Yes / No)		Yes				
Reference	Action	Action Outcome(s)	Strategic Priority / Self-Assessment / Continuous Improvement	Action Owner (Service or Team Manager)	Start Date	Anticipated Completion Date
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 (JM)	1 st April 2021	31 st 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 (JM)	1 st October 2022	31 st 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.	WBO 3 / Strategic Priority 4 WBO 4 / Strategic Priority 7	Service Manager (JM)	1 st October 2022	31 st March 2024

		Enable and facilitate service development through co-production with CYP.				
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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 in 2021/22. Previous years data for will be used as a 'comparator' to enable monitoring and reporting.

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 2022/23
National (NEW) CH001- The number of contacts for children received by statutory Social Services during the year.	Yes	Quarterly	Head of Service	Performance Information Manager	10,104	11,311	N/A
National (NEW) CH/005b- The number where physical punishment by a parent or carer was the only factor	No	Quarterly	Head of Service	Performance Information Manager	144	85	N/A
National (NEW) CH/015- The total number of children with a care and support plan at 31 st March	Yes	Quarterly	Head of Service	Performance Information Manager	978	945	N/A
National (NEW) CH/036- The total number of children removed (de-registered) from the child protection register in the last 12 months	No	Quarterly	Head of Service	Performance Information Manager	148	207	N/A
National (New) CH/033- The total number of children on the child protection register at 31 st March.	Yes	Quarterly	Head of Service	Performance Information Manager	158	127	N/A
National (NEW) CH/033- The total number of reports of child exploitation received during the year	No	Quarterly	Head of Service	Performance Information Manager	62	122	N/A
National (NEW) CH/037- The number of children becoming looked after during the year.	No	Quarterly	Head of Service	Performance Information Manager	91	166	N/A
Local (NEW) CH/L002- The number of children who ceased being looked after during the year.	No	Quarterly	Head of Service	Performance Information Manager	92	120	N/A

Performance Measure Title / Description	KPI for Corporate Plan (Yes/No)	Frequency (Quarterly / Half-yearly / Annual)	Performance Measure Owners (Service Manager Name)	Name of Data Provider	Actual 20/21	Actual 21/22	Target 2022/23
National (NEW) CH/043- The total number of children looked after at 31 st March who have experienced three or more placements during the year.	No	Quarterly	Head of Service	Performance Information Manager	26	50	N/A
National CH/045 - The total number of children who returned home during the year	No	Quarterly	Head of Service	Performance Information Manager	36	33	N/A
National (NEW) CA/010 - 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	No	Quarterly	Head of Service	Performance Information Manager	74	127	N/A
National (NEW) CH/L004 – Number of Childrens Residential Fostering Beds	No	Quarterly	Head of Service	Performance Information Manager	20	22	N/A
National (NEW) CH/L005 – Number of Children in care proceedings during the year	No	Quarterly	Head of Service	Performance Information Manager	44	56	N/A
National CH/039 The number of children looked after at 31 st March.	Yes	Quarterly	Head of Service	Performance Information Manager	378	372	N/A
Youth Justice Service (YJS) Total Number of first Time Entrants	No	Quarterly	Service Manager (JM)	YJS Team	38	13	20
(New) % of cases open to the YJS on a prevention basis	No	Quarterly	Service Manager (JM)	YJS Team	66%	75%	80%
(New) % of cases open to the YJS on an out of court disposals	No	Quarterly	Service Manager (JM)	YJS Team	66%	78%	80%
(New) % of cases open to the YJS on a statutory order	No	Quarterly	Service Manager (JM)	YJS Team	58%	48%	38%
(New) % of cases on remand	No	Quarterly	Service Manager (JM)	YJS Team	2	2	1
(New) % of cases re-offending (re-offending rates)	No	Quarterly	Service Manager (JM)	YJS Team	No Data	30%	25%
(New) % of cases open to the service with Criminal Exploitation (CE) /Criminal Sexual Exploitation (CSE)	No	Quarterly	Service Manager (JM)	YJS Team	No Data	No Data	Baseline Year
(New) % of CYP subject to the CE process, receive a service from the YJS	No	Quarterly	Service Manager (JM)	YJS Team	No Data	No Data	Baseline Year

Service Area Risk Register

Risk Title	Risk Description	Risk Owner	Inherent Risk Score	Target Risk Score	Corporate / Service Risk
Pressure on the Delivery of Children Services	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
(NEW) Eliminate Profit from Social Care	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	TBC	TBC	TBC
Safeguarding Risk	To ensure the Council safeguards adults, children and carers as part of its statutory duty.	Safeguarding Manager	20	4	Service Risk