

Service Plan: Children's Services-Children and Families Branch April 2016 to September 2017

INTRODUCTION:

The Children and Families branch of Children's Services are responsible for delivering a wide range of support and statutory services for children and families. As a service we have two main functions;

- To support families to help them to look after their children, preventing escalation into statutory services
- To lead the work to keep children safe and protect them from harm, abuse and neglect.

Children's Services share these tasks with other organisations such as:

- The police
- Health services
- Schools and education services
- Voluntary and independent child care sectors.

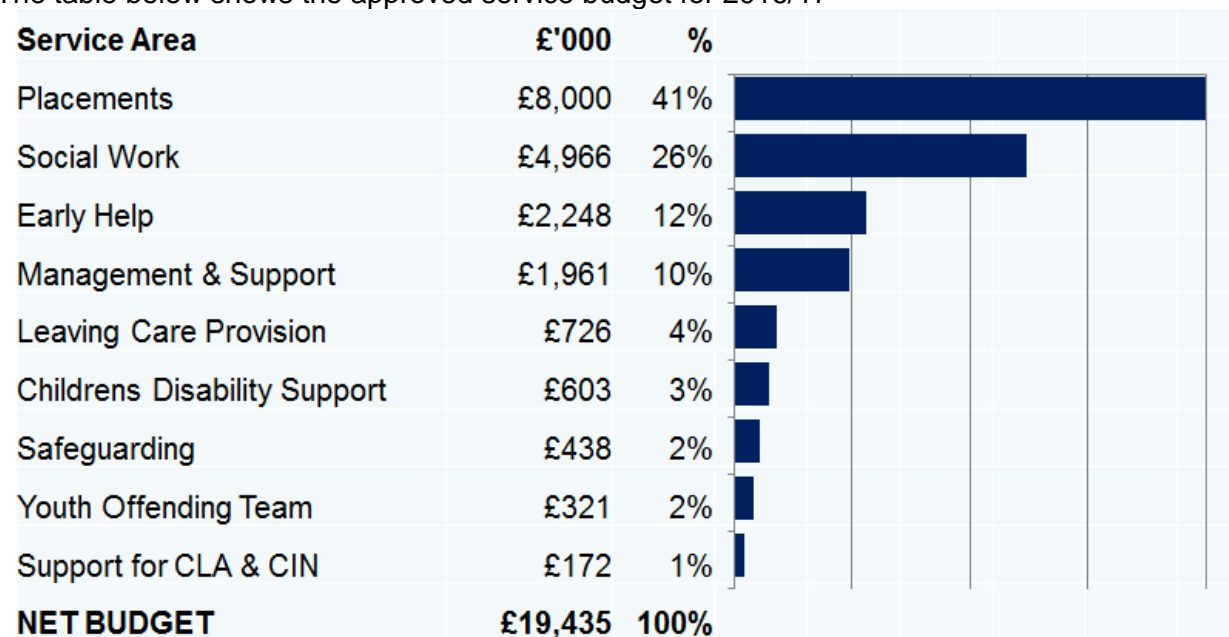
The Children and Families Branch is divided into the following areas;

- **Early Help:** this service is provided to children and families who are struggling and in need of some multi-agency support - these services are co-ordinated through the Early Help team, although are delivered through partner agencies and commissioned providers. This service also delivers our Short Breaks programme for Disabled Children.
- **Children in Need:** this service works with children in need and families where a child protection conference has decided that a child needs a child protection plan to keep them safe or to promote their welfare and development.
- **Looked After Children:** this service supports children and young people living in the care of the local council. These children may be in foster care, in residential care or being prepared for adoption. In some cases they may live with their parents, other family members or with family friends. The service also supports young people who have left the care of the local council and are now learning to live independently.
- **Disabled Childrens Team:** this service provides assessments for families requiring support with children with a diagnosed disability. (*This service also includes Beaulieu House (respite and residential children's home for children with physical / learning disabilities and Beaulieu Outreach Service).*)

- **Fostering Services:** this service recruits, trains and supports foster carers for the council's in-house fostering service. They also assess and support private fostering arrangements.
- **Adoption:** this service area assesses and prepares those who wish to adopt. The service is involved in matching children needing adoption with adoptive parents. The service also provides post adoption support and therapeutic support for children who have been adopted and for members of their birth and adoptive families.

BUDGET INFORMATION

The table below shows the approved service budget for 2016/17



The table below shows the revenue savings required for the service in 2016/17.

| Savings Activity | 2016/17 £ |
|--|-----------|
| Ref C 7: Residential Care | 100,000 |
| Ref C 8: Additional Savings from Childrens Services (element of) | 1,000,000 |
| Ref D 23: Single Commissioning Team in Early Help | 40,000 |
| Ref D 43: Reduce Grants for Short Breaks | 10,000 |

CORPORATE PRIORITIES

Priority 2: Keeping Children Safe and Improving their Education

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|--|--|
| <p><u>What we are planning to do:</u></p> <p>The Council is maintaining a significant investment in relation to Children’s Safeguarding and Educational improvement.</p> <p><u>What we want to achieve:</u></p> <ul style="list-style-type: none"> • Services for children at risk and in care are of a quality that ensures the best levels of protection and care for the Island’s most vulnerable children • Vulnerable families and children are able to access a range of early help services that make best use of community capacity, are targeted to need and avoid unnecessary statutory intervention | <p><u>Responsible Officer</u> Area Director</p> |
|--|--|

| Ref | Activities | Lead Officer | Start Date | End Date |
|-----|---|------------------------------|------------|----------|
| 1. | Maintain and improve the effectiveness and quality of the Multi-Agency Safeguarding Hub (MASH) in order that safeguarding thresholds are applied appropriately. | MASH Manager | 01/04/16 | 31/03/17 |
| 2. | Ensure children and families have consistent access to Early Help assessment and support, through Early Help service and 0-19 Early Help commissioned providers and partner agencies. | Service Manager – Early Help | 01/04/16 | 31/03/17 |
| 3. | Develop, launch and implement IOWSCB Neglect Strategy. | Service Manager – Early Help | 01/04/16 | 01/11/16 |
| 4. | Further improve our awareness and response to Child Sexual Exploitation and children who go missing. | Service Manager – Early Help | 01/04/16 | 31/03/17 |
| 5. | Continue to improve the timeliness and quality of Children and Family assessments. | Service Manager - Operations | 01/04/16 | 31/10/16 |
| 6. | Ensure Child in Need and Child Protection Plans are robust and have clear, measurable targets in place. | Service Manager - Operations | 01/04/16 | 31/10/16 |
| 7. | Evaluate the impact of the Innovations programme on outcomes for children and families, developing sustainability strategy for workstreams delivering effective interventions. | Area Director | 01/04/16 | 31/07/16 |

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|-----|---|---|----------|----------|
| 8. | Ensure that the voice of the child is at the heart of assessments, plans and support and there is evidence of how children's views have shaped and improved service delivery. | Service Manager – Early Help | 01/04/16 | 31/03/17 |
| 9. | Launch foster carers recruitment and marketing strategy, revise foster carers allowance rates and implement improved training and support programme. | Service Manager – Fostering and Adoption | 01/04/16 | 30/06/16 |
| 10. | Revise and update the placement sufficiency strategy. | Business Manager | 03/05/16 | 31/07/16 |
| 11. | Increase the number of careleavers participating in the 123 apprenticeship programme. | Service Manager - Operations | 01/04/16 | 31/03/17 |
| 12. | Development and implementation of residential strategy, including proposed extension of Beaulieu House and development of on island residential provision. | Service Manager – Fostering and Adoption Head of County Services (HCC) | 01/04/16 | 31/10/16 |
| 13. | Develop new process for the effective administration of initial child protection and review child protection conferences. | Service Manager - Safeguarding | 11/05/16 | 01/07/16 |
| 14. | Recruitment and retention strategy updated and implemented, minimising the the number of agency social care workers and increasing stability of the workforce. | Business Manager | 31/03/16 | 30/05/16 |

| | | | | |
|----|---|--|----------|----------|
| 4. | Whole Integrated System Review (including Primary Care, Secondary Care, Social Care, Mental Health and Children's Services) to seek opportunities to align services improving the user experience and improving the use of local resources-focused on early help and services for children with disabilities. | Area Director Business Manager | 2015 | 2020 |
| 5. | Management of service resources through Resource Allocation Group (monthly). | Area Director | 01/04/16 | 30/09/17 |
| 6. | Regional Adoption Agency (includes IOW, Hampshire County Council, Southampton City Council and Portsmouth City Council) giving a greater pool of adoptive parents to match with children, making adoption support services more widely available and better targeting the recruitment of adopters. | Area Director Service Manager – Fostering and Adoption | 01/04/16 | 31/03/17 |

KEY PERFORMANCE INDICATORS:

| Performance Measure | Lead Officer | Frequency | Reports to | Actual 2014/15 | Projected 2015/16 | Target 2016/17 |
|---|--------------------------------|------------------|-------------------|------------------------------|--------------------------|-----------------------|
| Timeliness of Assessments (45 day) | Service Manager - Operations | Monthly | CMT-PAG | 31% | 71% | 90% |
| Timeliness of Assessments (all assesments within 45 days) | Service Manager - Operations | Monthly | CMT-PAG | 75% | 93% | 90% |
| Timeliness of Initial Child Protection Conferences | Service Manager - Safeguarding | Monthly | CMT-PAG | 62.4% | 55.7% | 95% |
| Number of child protection plans-(target cannot be set for this as needs to respond to need). | Service Manager - Operations | Monthly | CMT-PAG | 284 (started within 2014-15) | 213 | |
| Number of repeat Child Protection Plans within 2 years | Service Manager - Operations | Monthly | CMT-PAG | 44 | 19 = 6.7% | |
| % of LAC cases reviewed within timescales during the month | Service Manager - Safeguarding | Monthly | CMT-PAG | 95.2% | 97% | 100% |
| LAC for 12+ who have had a health assessment in the preceeding 12 months | Service Manager - Operations | Quarterly | CMT-PAG | 95% | 73% | 90% |
| LAC for 12+ who have had a dental assessment in the preceeding 12 months | Service Manager - Operations | Quarterly | CMT-PAG | 93% | 76% | 90% |
| % of care leavers 18 yrs + in suitable accommodation | Service Manager - Operations | Monthly | CMT-PAG | 93% | 96% | 95% |
| % of care leavers 18 yrs + in education, employment or training (EET) | | | | 56% | 76% | 75% |

KEY RISKS

| Risks | Ref | Risk Score at March 2016 | Target Risk Score |
|--|---------|--------------------------|-------------------|
| Failure to effectively manage situations where vulnerable children are subject to abuse | SR0052 | 9 | 9 - medium |
| Disinvestment in preventive services | CSF0042 | 9 | 9 - medium |
| The need to save £1.5M by 2016/17 | CSF0048 | 12 | 4 - low |
| The failure to build a stable Island based workforce | CSF0049 | 5 | 2 - low |
| The failure to improve the workforce's understanding of their professional, team and individual accountability | CSF0050 | 9 | 5 - low |
| Failure to comply with regulations and guidance (IRO Handbook 2010) | CSF0051 | 9 | 5 - low |
| Lack of engagement with schools and voluntary community sector. Leading to ineffective early help failing to prevent children coming into statutory children's service | CSF0052 | 9 | 9 - medium |
| Funding not identified to upgrade to IT system for mobile working | CSF0053 | 8 | 4 -low |