# **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.

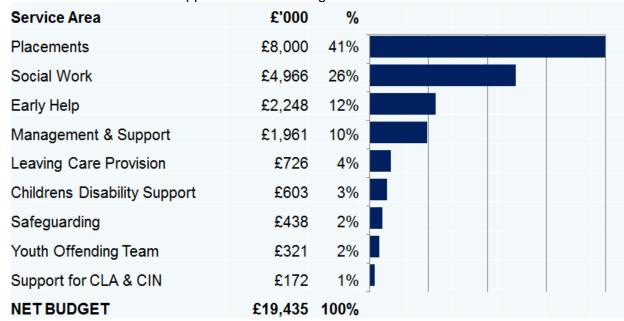
The Children and Families Branch is divided into the following areas;

- 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 delievered 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

What we are planning to do;	Responsible Officer Area Director
The Council is maintaining a significant investment in relation to Children's Safeguarding and Educational improvement.	Area Director
<ul> <li>What we want to achieve:</li> <li>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</li> <li>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</li> </ul>	

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

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 adminstration 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

Priority 4: Ensuring that all the resources available to the Island are used in the most effective way in achieving the Island's priorities

To make sure that we make the most of every Island pound available, we have set out our intention to become facilitating council. We will be developing a commissioning framework that helps us to determine the most effective ways in which to achieve our priority outcomes, deliver against areas of greatest need and what will give the greatest possible impact from each investment decision. This will require us to fully understand and exploit the strengths of the skills, expertise of our people, our community and other organisations outside of the council that can help us achieve positive outcomes and when procuring services that we maximize the benefit that can be created above and beyond the benefit of the goods and services themselves. We are committed to work in an open and inclusive way, to put people first and we are working with our partners to find affordable local solutions that work best for residents and which give greater control to local services by the community where appropriate.

Responsible Officer

Area Director

As a council we also need to act more commercially to make sure that all our current activities where income is received is undertaken in a more business like way and that as much of the income as possible is collected and accounted for. We are working with our partner organisations to identify and attract funding opportunities for the Island and all other potential options for inward investment will be explored. Alongside this, we are promoting and encouraging sustainable strategies and initiatives for the benefit of the Island. We will seek to develop a commercial arm for the council to deliver a health and leisure business based on our existing leisure facilities but from this other commercial activities will be developed as our expertise and experience develops. Detailed exploration has been given to the potential for other aspects of income generation and it is proposed that we will seek to introduce where feasible more sustainable energy options such as solar panels for energy generation which provide a longer term benefit both to the environment and reduction in energy costs.

Area Director

Ref	Activities	Lead Officer	Start Date	End Date
1	Administrative staffing review with a focus on understanding the administrative needs of the service and how these are delivered to	Service Manager – Operational Development	01/11/15	30/06/16
ļ	improve efficiency.	Business Manager	01/11/13	30/00/10
2.	Innovation Fund – introduction of Family Intervention Teams and Social Worker Personal Assistants to develop a sustainable strategy for workstreams delivering effective interventions.	Service Manager – Operational Development Business Manager	01/04/15	31/07/16
3.	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

4.	Whole Integrated System Review (including Primary Care, Secondary Care, Social Care, Mental Health and Children's Services) to seek opportunities to aligh services improving the user experience and improving the use of local resources-focused on early help and services for children with disabilitiles.	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 preceding 12 months	Service Manager - Operations	Quarterly	CMT-PAG	95%	73%	90%
LAC for 12+ who have had a dental assessment in the preceding 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 workking	CSF0053	8	4 -low