

NEATH PORT TALBOT COUNTY BOROUGH COUNCIL

CHILDREN, YOUNG PEOPLE AND EDUCATION

CABINET BOARD

8th September 2016

REPORT OF THE HEAD OF CHILDREN &

YOUNG PEOPLE SERVICES

- A. JARRETT

MATTER FOR DECISION

WARDS AFFECTED: ALL

CHILDREN AND YOUNG PEOPLE SERVICES – DEVELOPMENT PLAN 2016/17

1. Purpose of Report

To obtain approval for the Children & Young People Services Development Plan 2016/17.

2. Executive Summary & Background

The Children & Young People Services (CYPS) in Neath Port Talbot has made significant improvements over the past two years. The service now has a stable and more experienced workforce; practice that is procedurally sound and performance that is amongst the best across Wales. The “back to basics” work has now been completed and it is time for the service to fulfil its aspirations to become an excellent service. With continued support and a comprehensive understanding from Councillors and Senior Managers across the Local Authority, Children & Young People Services is now in a position to become a centre of excellence and good practice within the Welsh context. It is an exciting time and there is huge potential within the service if the priorities for the immediate future can be approached with the same rigour and clarity that has been applied to workforce, practice and performance issues. This Strategy aims to set out the vision and priorities for 2016/17 in an accessible and concise format in order that it can be easily referenced and understood.

3. **Financial Impact**

There is no direct financial impact.

4. **Equality Impact Assessment**

A Screening Assessment has been undertaken to assist the Council in discharging its Public Sector Equality Duty under the Equality Act 2010. After completing the assessment it has been determined that this strategy does not require an Equality Impact Assessment. The main reason for this is that the Strategic Plan refers to a set of priorities which, where necessary, will have their own EIA assessments.

5. **Workforce Impacts**

There are no workforce impacts associated with this report.

6. **Legal Impacts**

There are no legal impacts associated with this report.

7. **Risk Management**

Without a Strategic Plan there is a risk that the service will not focus on its priorities in 2016/17.

8. **Consultation**

There is no requirement under the Constitution for external consultation on this item.

9. **Recommendation**

That the Children and Young People Services Strategic Improvement Plan 2016/17 be approved by the Children Young People Service & Education Cabinet Board.

10. **Reason for Proposed Decision**

To provide strategic direction for the Children and Young People Services programme of improvements.

11. **Implementation of Decision**

The decision is proposed for implementation after the three day call in period.

12. **Appendices**

The Children & Young People Services Strategic Improvement Plan 2016/17

13. **List of Background Papers**

Not applicable

14. **Officer Contract**

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THE CHILDREN AND YOUNG PEOPLE SERVICES

STRATEGIC IMPROVEMENT PLAN 2016-17

CHILDREN & YOUNG PEOPLE SERVICES BUSINESS PLAN 2016-17

INTRODUCTION

This business plan covers the period 1st April 2016 to 31st March 2017. An easy to read addendum is attached at pages 10-18. The services and functions within the scope of the Plan are as follows:

- Assessment and care planning for vulnerable children including those with a disability
- Care planning for Looked After Children(LAC)
- Assessment and care planning for children who have left care
- The Fostering Service
- Safeguarding and protection of children

COMMUNITY AND CORPORATE OBJECTIVES

The Single Integrated Plan for the Neath Port Talbot Area was prepared by the Local Service Board in 2013/14 and adopted by full Council. The vision contained within the Single Integrated Plan is *“Creating a Neath Port Talbot where everyone has an equal chance to be healthier, happier, safer and prosperous”*

The way the Council contributes to the delivery of the Single Integrated Plan is set out in the Corporate Improvement Plan. There are six improvement objectives for 2015/18:

- **Safer, Brighter Futures** - Improve outcomes for children in need and children looked after by improving the performance of the Council's Children and Young People Services Department
- **Better Schools and Brighter Prospects** – Raise educational standards and attainment for all young people
- **Improving Outcomes, Improving Lives** - Maximise the number of adults who are able to live independently with or without support within the home of their choice within their community
- **Prosperity for All** – Support and invest in our town centres and communities to promote economic growth, regeneration and sustainability, maximise job opportunities and improve access to employment
- **Reduce, reuse and recycle** – Increase the percentage of waste recycled and composted
- **Better, simpler, cheaper** - improve customer/citizen access to services and functions provided by the Council or on behalf of the Council and to improve the efficiency of those services and functions.

The delivery of the six improvement objectives is based on our key principles of equality; sustainability; promoting the Welsh Language and culture; engaging with citizens; and partnership working. The service will contribute to the delivery of these objectives as described further in this plan.

SERVICE PURPOSE, VISION AND VALUES

Our vision for Children & Young People and the service remains:

- All children and young people in Neath Port Talbot are protected and grow up in supportive families to achieve their potential.
- The children and young people services department is highly regarded by children, young people and the wider community and is a great place to work.

This vision is underpinned by the values we have and our work will be rooted in the values of the social work profession and the United Nations Conventions on the Rights of the Child:

- To hear the voice of the child or young person in everything that we do.
- Promoting social justice.
- Acting with integrity.
- Treating all people with compassion, empathy and care.
- Ensuring the proper stewardship of scarce public resources.

Alongside our vision and values CYPS has agreed a common articulation of the way in which we expect to practice in the future. We are clear that on an individual, team and service basis we stand for:

“Achieving quality, supporting families and effectively managing risk”.

These are the key themes we will continue to reflect upon as we measure the positive impact of the service going forward.

Principle 1 – Delivery of Priorities in 2015/16

A review of the business plan for 2015/16 demonstrates that the department delivered the objectives set out in the business plan for the year. Key achievements included:

- Creation of a Single Point of Contact
- Providing Outcomes based training to all staff and playing a leading role in Welsh Government implementation of Outcomes Working
- Maintaining a workforce that is stable, experienced and skilled
- Maintaining a focus on improving key Performance Indicators
- Exceeding the budget requirements of the forward financial plan.

Areas where performance was below expectation included:

- Engaging in a meaningful way with service users remains a challenge and an area where we will do better

Principle 2 - Priorities to be delivered in 2016-2017

The priorities will be underpinned by the implementation of The Social Services and Wellbeing (Wales) Act 2014. All staff have been provided with mandatory training on all parts of the Act. As the Act is embedded further, more specific training will be identified and provided to support the delivery of the key priorities which are:

1. Evaluating outcomes based upon a framework that will evidence that we are making significant positive differences in the lives of the children and families we deal with. This will be measured by using the following methods:-
 - Outcomes reviewed during the period – of those, % that have shown positive progress or been achieved as determined by families:
 - Def 1 - scores have improved on baseline score and last review score.
 - Def 2 – latest score has improved on last review score
 - Outcomes reviewed during the period - % that have shown positive progress or been achieved as determined by professionals:
 - Def 1 - scores have improved on baseline score and last review score.
 - Def 2 – latest score has improved on last review score
2. Ensuring a consistency and depth of quality in the work that we complete on a day to day basis including participation and engagement. This will be measured by looking at the following indicators:-
 - Supervision (existing Key Indicator)
 - Average Caseloads (existing Key Indicator)
 - Vacancies/Agency/New Starters/Leavers (existing Key Indicator)
 - Number of Disciplinarys
 - Number of Grievances
 - Thematic Audit Reports (Qualitative Feedback)
 - % of families participating in Outcome Scores
 - Complaints and compliments received by the service

3. Maintain a safe and measured approach to reducing the number of Children Looked After and ensuring a sufficiency in placements and accommodation. This will be measured by looking at:-
 - LAC Numbers (existing Key Indicator)
 - Children Placed by Foster Carer Type/Age Group (existing Key indicator)
 - Timeliness of LAC Visits
 - Timeliness of LAC Reviews
 - The Number of Children who have been Discharged from Care and subsequently re-admitted within a 12 month period (existing Key PI)
 - Number of new foster carers approved for teenage placements

4. Developing and delivering a robust and effective Family Support Strategy which will ensure a targeted approach to supporting children, young people and their families. We will record and analyse:-
 - TAF step up / step down cases
 - TAF Performance Data in respect of timescales, caseloads and quality of work
 - A full review of current family support services commissioned by Children & Young People Services
 - The number of young people in care who are in suitable accommodation.

Mandatory Corporate Measures Table

Mandatory Corporate Measures (2016-2017)	2014-2015 Performance (if available)	2015-2016 Performance (if available)	2016-2017 Performance Target
CM01 Number of transactional services: a) Fully web enabled b) Partially Web enabled	N/A	N/A	N/A
CM02 % of revenue expenditure within budget	Budget £22,708,170 Actual £22,795,455 0.4% overspend	£23,257,240 £21,767,610 6.4% underspend	£22,623,310 £22,023,000 2.7% underspend
CM03 Amount of FFP savings at risk	Nil	Nil	Nil
CM04 Average FTE (full time equivalent) days lost due to sickness		13	12
CM05 % (no.) of staff performance appraisals to be completed during 2016-2017			100%
CM06 Number of employees who left due to unplanned departures	16	17	15
CM07 Total number of complaints: Internal / External	85	27	25
CM08 Total number of compliments: Internal / External	12	25	30
CM09 % (no.) of services measuring customer satisfaction	N/A	N/A	N/A

Principle 3 – Workforce Planning**What are the key workforce challenges for this service?**

We will continue to build on the priorities of workforce stability, good social work practice and excellent performance management. We understand that following a period of stability it will be natural for there to be some movement in staffing during 2016/2017. The challenge will be that the service prepares for this and both external recruitment and internal workforce planning is approached robustly.

What actions are we going to take to address these challenges?

We continue to be committed to ensuring that we have a stable, experienced and well trained staff group. We will maintain stability by continuing to follow good people management and leadership practices such as timely recruitment, good induction, regular supervision, performance management, maximising attendance, minimising the use of agency workers, succession planning, effective two way communication between staff and managers and partnership working with the Council's recognised Trade Unions.

We will maintain a targeted and systematic approach to achieving continuous improvement in quality and practice and to comply with current legislation. We will continue to promote a workforce culture that is supportive, that rewards success and achievements and is focussed on the outcomes of the families we work with. capability, disciplinary and grievance issues will be promptly and appropriately dealt with. Our actions will continue to be underpinned by the CYPS Recruitment and Retention Strategy and the NPT People Charter.

Principle 5 – Risk Management

Risks to achieving our objectives and plans to mitigate those risks are as follows:

Ref	Description of Risk	Existing Score	Mitigating Actions	Owner	Revised Score
	The service is unable to safely reduce the number of children who are looked after and, therefore, are unable to make the agreed savings	8	Ensure robust systems are in place to ensure only those children that need to be looked after are in care and that they are placed as close as possible to NPT with as many NPT carers as possible	<i>Andrew Jarrett</i>	
	CYPS does not manage safeguarding issues effectively leading to a significant loss of organisational reputation	10	All staff continue to be trained in managing risk with clear systems in place to ensure that policies are followed and clear support and direction is given by managers	<i>Alison Davies</i>	
	To ensure staff are aware of their responsibilities under the Social care and Wellbeing Act 2014.	10	Training to provide support; Action plan and HoS group co-ordination; skills audit for front-line and support staff	<i>Rachael Dixon</i>	



THE CHILDREN AND YOUNG PEOPLE SERVICES

ADDENDUM TO THE STRATEGIC IMPROVEMENT PLAN 2016-17

1. **Introduction**

The Children and Young People Service (CYPS) in Neath Port Talbot has developed into a service which has maintained improvements and continues to take a forward looking approach to developments. There is now a stable and experienced workforce which has established a benchmark for good practice and promotes practice that is procedurally sound. The service is able to demonstrate performance which is comparable with the best across Wales.

The service, with the support and scrutiny of Councillors, has been able to maintain an energy, rigour and clarity to its continued improvements and developments.

This Strategy aims to set out the vision and priorities for 2016-17 in an accessible and concise format in order that it can be easily referenced and understood. This strategy provides an overview to the aims of the overarching Children and Young People Services Strategic Improvement Plan and should be read in this light.

2. **Vision**

Our vision for Children & Young People and the service remains:

- All children and young people in Neath Port Talbot are protected and grow up in supportive families to achieve their potential.
- The children and young people services department is highly regarded by children, young people and the wider community and is a great place to work.

This vision is underpinned by the values we have and our work will be rooted in the values of the social work profession and the United Nations Conventions on the Rights of the Child:

- To hear the voice of the child or young person in everything that we do.
- Promoting social justice.
- Acting with integrity.
- Treating all people with compassion, empathy and care.
- Ensuring the proper stewardship of scarce public resources.

Alongside our vision and values CYPS has agreed a common articulation of the way in which we expect to practice in the future. We are clear that on an individual, team and service basis we stand for:

“Achieving quality, supporting families and effectively managing risk”.

These are the key themes we will continue to reflect upon as we measure the positive impact of the service going forward.

3. **Current Situation**

Children and Young Peoples Services have continued to make improvements in its performance and practice and to set standards which will assist the service in delivering its aim of being a centre of excellence for the delivery of effective services for families.

The strategies which were implemented to deliver an effective service will continue to be built upon and developed. We will continue to build on the priorities of workforce stability, good social work practice and excellent performance management.

We continue to be committed to ensuring that we have a stable, experienced and well trained staff group. We will maintain stability by continuing to follow good people management and leadership practices such as timely recruitment, good induction, regular supervision, performance management, maximising attendance, minimising the use of agency workers, succession planning, effective two way communication between staff and managers and partnership working with the Council's recognised Trade Unions.

We will maintain a targeted and systematic approach to achieving continuous improvement in quality and practice and to comply with current legislation. We will continue to promote a workforce culture that is supportive, that rewards success and achievements and is focussed on the outcomes of the families we work with. Capability, disciplinary and grievance issues will be promptly and appropriately dealt with. Our actions will continue to be underpinned by the CYPS Recruitment and Retention Strategy and the NPT People Charter.

In relation to performance management the service remains committed to maintaining and developing the use of accurate and timely information which will inform our workforce about the work it is doing.

The service will evidence the positive impact its interventions make on families. This work will be supported through the establishment of the Outcomes based approach across all of the teams.

4. **Priority Areas**

Having achieved success in developing a workforce that is properly trained and has a balance of experience, has established policies and procedures, supportive IT structures and a comprehensive performance management framework the service remains committed to further developing these areas and to implement individual strategies to support the priorities we intend to focus on over the next 2 years.

The priorities will be underpinned by the implementation of The Social Services and Wellbeing (Wales) Act 2014. All staff have been provided with mandatory training on all parts of the Act. As the Act is embedded further and more specific training will be identified and provided to support the delivery of the key priorities:

5. Evaluating Outcomes Based Upon A Framework That Will Evidence That We Are Making Significant Positive Differences In The Lives Of The Children And Families We Deal With

It is important that improvements are not evidenced only in terms of quantitative measures, but that the service is able to demonstrate that it is making a positive difference to improving the lives of children and families by measuring outcomes.

We intend to further build upon the Outcome Based Framework which has been successfully piloted within the service. All staff across the service will be trained to work within the Framework which will provide a consistent approach to working with families.

Care planning and review mechanisms will be key to measuring the effectiveness of advice and assistance provided to families and to measure outcomes. We will continue to develop ICT Systems to support this function and ensure we can monitor the 'direction of travel' at key junctures during the intervention process.

The Framework captures and acts upon the views of children, parents, carers and professionals. The framework will complement the requirements placed upon Local Authorities in the Social Services and Well-being (Wales) Act 2014, such as co-production and goal setting with families.

6. Ensuring A Consistency And Depth Of Quality In The Work That We Complete On A Day To Day Basis Including Participation And Engagement

The Quality Assurance Framework has continued to be implemented across the service. This has incorporated the setting of the high quality standards we endeavour to achieve consistently across the service, the establishment of methods for measuring and evaluating the quality of our interventions with families and using findings to identify priorities for improvement and further develop services.

On a routine basis we continue to undertake audit activity through the scrutiny of cases, supervision and feedback mechanisms established in the Independent Reviewing Service. Team Managers have received training and participate in a monthly audit programme. Finding reports are routinely scrutinised by Senior Managers and will continue to be used to improve service delivery. In addition a system has been established for holding peer reviews within the Single Point of Contact (SPOC) and mechanisms will be developed to extend this across the service and to incorporate reporting mechanisms to improve practice.

Feedback forms have been developed to capture the views of children and their families and these will continue to be developed to meet the requirements of the Social Services and Wellbeing (Wales) Act 2014 with revised questionnaires being implemented.

We have an established Performance, Quality and Practice Development Team which consists of a Performance, Quality and Practice Manager; Complaints Officer; Engagement and Participation Officer. We have an established Participation and engagement group includes young people as members and will continue to promote consultation activities and the development of information services. We will continue to develop mechanisms for collating and reporting information to assist with service delivery and development.

The complaints service is monitored consistently to ensure that complaints are dealt with in a timely manner and mechanisms will be developed to ensure that there is lesson learning from feedback from families and professionals.

All staff participate in an induction and receive supervision and training that explicitly demonstrates our approach to delivering services and assessing children, young people and their families. A new supervision policy has been developed along with an annual appraisal process and a personal development review which will be fully implemented across the service.

We are committed to ensuring that all staff are provided with the right level of training to ensure that the service is competent to deliver high quality services to children and families. An analysis of training needs for unqualified staff will be undertaken to ensure that staff are effectively trained and suitably competent to meet the requirements of their role.

7. Maintain A Safe And Measured Approach To Reducing The Number Of Children Looked After And Ensuring A Sufficiency In Placements And Accommodation

The implementation of the Looked After Children strategy has supported the safe reduction in the number of Looked After children.

Arrangements for strengthening the procedures for considering admissions to care, and interventions for young people on the edge of care have been implemented with the support from partner agencies and commissioned services through the Resource Panel.

The service continues to promote the position that whenever possible and safe to do so that children will be cared for by their own families. This is promoted through the effective use of legal and permanency panels. Reporting mechanisms will be established for these panels to report to Senior Management for oversight.

A Foster Carer Recruitment strategy has been developed which profiles the number and range of looked after children and foster carers and identifies the need to increase the number of foster carers for children aged 11 plus. A marketing strategy will be developed to ensure that the service is effective at providing a choice of high quality, stable, local placements for children and young people, including those with specialist or complex needs.

Arrangements are in place to support young carers to remain in their placements following their 18th Birthday under the When I Am Ready Scheme. Improvements have been made to the ITC system to support the monitoring and take up of the scheme.

The accommodation services for young people leaving care is being recommissioned to ensure that young people leaving care are supported to access suitable accommodation which meets their range of needs and promotes them developing a move towards independent living.

Children and Young People Services in conjunction with the commissioning team will continue to monitor the commissioning arrangements for Independent Fostering and Residential placements to ensure that services are delivering on outcomes for young people and providing value for money.

8. Developing And Delivering A Robust And Effective Family Support Strategy Which Will Ensure A Targeted Approach To Supporting Children, Young People And Their Families

A Family Support Strategy has been implemented to assist in delivering targeted support services to children and families. The FSS promotes joint working with the Think Family Partnership to ensure a joined up approach through the Tiers of need from early intervention through to Tier 4 specialist support. Support services have been remodelled to take into consideration the needs for our most vulnerable children and young people. This will ensure we deliver targeted support to the families most in need.

The Think Family Partnership commissioning of Family First Services is in place and incorporating services which include Family Group Conferencing, Young Carers Support and Counselling Support for families.

We have worked with partners to refocus services and ensure that we have a shared vision for priorities:

- a. Team Around the Family (TAF) has become integrated within Children and Family Services and a robust Step Up/Down Protocol has ensured the right supports are in place. The TAF Service forms part of the common front door for the Intake Team to ensure that all referrals access a single point of contact (SPOC)
- b. YOT has actively participated with CYPS utilising their Prevention Team and this support will become formalised within social work practice.
- c. IFSS has been operational since April 2013 in Western Bay and has recently been formally reviewed. Discussions are underway to have a re-focus on the strategic needs of CYPS.
- d. NSPCC – following negotiations the NSPCC Neglect Programme will be part of the prevention strategy.
- e. CALAN DVS Project will be in place by April 2015 offering direct support to families and basing a number of supports within children's' services.

All commissioned services will be reviewed to ensure that where required contracts are revised, extended or recommissioned where necessary. Children and Young People services will review services in line with the outcome of a Population assessment which will be completed by the end of 2016/17.