

Children's Directorate –Overview & Scrutiny Presentation: June 2018



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Introduction



- From 1st April Children's Directorate was created to reflect a wider scope from Torbay Children's Service contract
- The Directorate sits as part of our Federated approach along with People and ODPH- this reflects our integrated commissioning and integrated fund
- Two departments in Plymouth City Council sit within the Children's Directorate
 - Children, Young People and Families Services
 - Education, Participation and Skills

CYPF Neelam Bhardwaja- How we work

Early help to specialist provision



New ways of working in Plymouth



POD Plymouth Online Directory
Early Help & Universal Services Community Service Offer
Early Help Assessment Tool Outcomes Based Smart Planning
Early Help Gateway Advice, Information & Guidance
Coordinated Response Targeted Support
Multi- Agency Hub Effective Multi-Agency Decision Making for child protection concerns
Statutory Intervention Social Care & Partner Agency Intervention

Level 1 – Universal Services

Level 2 - Targeted Support for a child with additional welfare needs - Single Agency

Level 3 - Targeted Support - Integrated Targeted Support and Lead Professional, and Specialist Services

Level 4 - Statutory Threshold – Children with highly complex needs, and / or in need of Protection

CYPFS Best Practice Standards



- The child is central to everything we do.
- We deliver a system of services, where resources are used to provide timely, effective and efficient responses to families through targeted service delivery.
- We work flexibly with partners to deliver improved outcomes for children and young people.
- Focus on Early Help and on providing the right response at the right time for families.
- We effectively safeguard children when necessary and establish clear pathways through to permanency.

What Children and Young People expect from us.



WHAT WE WANT FOR CHILDREN AND YOUNG PEOPLE

- Children and young people are at the heart of everything we do.
- We want to make a difference and not take too long to make changes.
- We want to work with other agencies to improve children and young people's lives.
- We want to provide the right response at the right time for families.
- We want to keep children safe when necessary and have the right plan when children cannot return home.

What Children and Young People expect from us.



WHAT IS IMPORTANT TO US

AMBITION

- To build relationships with children and families as we work to improve their lives.
- To make our decisions and plans work for children and young people and to recognise that these may need to change sometimes.

ACCOUNTABILITY

- To make sure our workers and managers are responsible, and confident to take the right decisions.

RECOGNISING THE CHILD'S LIVED EXPERIENCE

- To make sure that we understand the child's history.
- To think more about why we are doing things rather than how.
- To make sure that parents, families and carers are part of the solution, even when they may have been seen as part of the problem in the past.

REFLECTION AND LEARNING

- To welcome feedback and learning.
- To make sure that we learn from any mistakes or really good results.
- To make sure our staff work to professional standards.

PARTNERSHIP

- To work with other agencies and share information quickly.
- To make sure that children and young people never fall through gaps between different services.

Quality Assurance and Safeguarding



- New quality assurance framework finalised and agreed
- Quality and Performance Review Meeting arrangements developing month on month since January 2018 implementation
- New audit arrangements trialled February and undertaken in full March and April 2018
- Positive feedback from Ofsted 2 day focused visit in May 2018

Business Plan Priorities 2018-19



- Improved Early Help impact through better integration: System Design and Optimisation work Options appraisal
- Implementation of the outcomes framework with clear targets for agencies and setting agreed by end of May
- Next phase of development for the Gateway, Hub, PRAS and OOHs
- Ensure better outcomes for children and families through improved quality and timeliness of Single Assessments
- Review of REACH informed by the CSE in focus work
- Further embedding of the PBPS Child's lived experience informing all assessment and care planning work, and this being better evidenced in recording
- Improved resilience of children in need of help and protection, evidenced through fewer repeat referrals and repeat CP plans.
- Improved outcomes for children in care, and care leavers – including improved long term placement stability.
- Improved arrangements for care leavers and permanence

Children ,Young People & Families: Budget Breakdown 2018/19



Function Name	Gross Budget £m	Grant Income £m	Contributions from Education/Health/ ASC £m	Other Income £m	Net Budget £m
QA, Safeguarding & Bus Support	3.775		(0.002)	(0.025)	3.748
Permanency	2.677	(0.110)			2.567
CAMHS Specialist Services	0.653		(0.045)		0.608
Children's Social Work	3.936				3.936
Plymouth Referral & Assessment	3.032	(0.135)	(0.283)	(0.051)	2.563
Adoption	1.302	(0.200)		(0.135)	0.967
Children in Care	1.059		(0.618)		0.441
Savings	(4.582)				(4.582)
Targeted	3.985	(0.477)		(0.035)	3.473
Placements	21.637		(0.528)		21.109
Grand Total	37.474	(0.922)	(1.476)	(0.246)	34.830

Partnerships and innovation



- NSPCC Together for Childhood national pilot site for a place based approach to preventing Child Sexual Abuse
- Governance board and operational group in place, agreeing location of initial work to be agreed June 18
- Life Chances Funding for Social Impact Bond to bring “PAUSE” to Plymouth, on track for September 2018
- As part of our retention strategy and preparation for the NAAS, we have successfully validated an employer endorsement unit using the KSS with an HEI, to assess worker readiness for the national test, and have enrolled two workers. This is seen as leading by the DfE.
- Our plans for a Social Work Academy are advanced and involve a number of innovative approaches including a non-funded teaching partnership with the Open University, commencing with us being asked to be critical reader for the new OU SW Law Unit.

Headline Achievements 2017 - 18



Vacancy, Turnover and Agency Worker rate remained consistently under the National Average:

- 10% Vacancy rate vs 17% National Average (Headcount)
- 14% turnover rate vs 15% National Average
- Predicted turnover for 30th May 2018 remains steady at 11% vs 16% National Average

Headline Achievements 2017 - 18



- Caseload average is down across the service to 22.4
- Plymouth Best Practice Standards agreed in consultation with staff, and implemented in April 2017 – on going work to embed
- PRAS evaluation undertaken and recommendations agreed and implemented
- PRAS action plan agreed and additional capacity was in place from September to December to support service in improvement
- Timeliness of single assessments improved Jan – Mar 18 90% each month and overall 76% at year end
- Repeat referrals reduced from 36.1% to 28.6%
- Martin Calder audit of use of the resilience and vulnerability matrix (our practice model) identifies progress in quality and clear focus for development, next review agreed

Headline Achievements 2017 - 18



- Care Proceedings/PLO work remains timely at 26 weeks, reduction in use of residential Parent and Child, and IFA Parent and Child
- Short term placement stability has been maintained at 12% or just above
- Adoption timeliness is performing well – average time between child entering care and moving in with their adoptive family – 420 March 2018
- Fostering recruitment 14 new in house placements March 2018
- I.AM.NOT.A.ROBOT was an artwork and social-marketing campaign to encourage more people to consider becoming a foster carer, conceived and designed by five young people aged 12 to 17, who are currently in care. PCC has been named Best Local Authority Arts Initiative in the awards which celebrate the work of councils, councillors and council officers.
- Care leavers review and options appraisal are finalised for June 2018
- Junior Listen and Care Council was established in March 2018

Challenges



- Continuing to manage demand.
- Managing 16/17 years old YP with complex behaviours and needs
- Containing cost of residential placements
- Planning for 0-25 agenda for Care Leavers
- Successful transition to Regional Adoption Agency (RAA)
- Recruiting Qualified experienced social worker.

Children's Directorate



We put children at the centre of what we do

Two Departments but integrated in our approach to working with vulnerable children so that families receive coordinated support

EPS Judith Harwood - Plymouth City Council's Education Purpose



The purpose of Plymouth City Council in respect of Education, Participation and Skills Department

- Everything we do is about:
 - Facilitating partnerships so that all children, young people and their families in Plymouth have the best access and opportunities
- We do this by
 - Championing for children
 - Commissioning with others to secure the highest quality services
 - Convening collaborative relationships on all aspects of education to secure outstanding provision, widen opportunities and promote inclusion and equalities

Functions of the Department



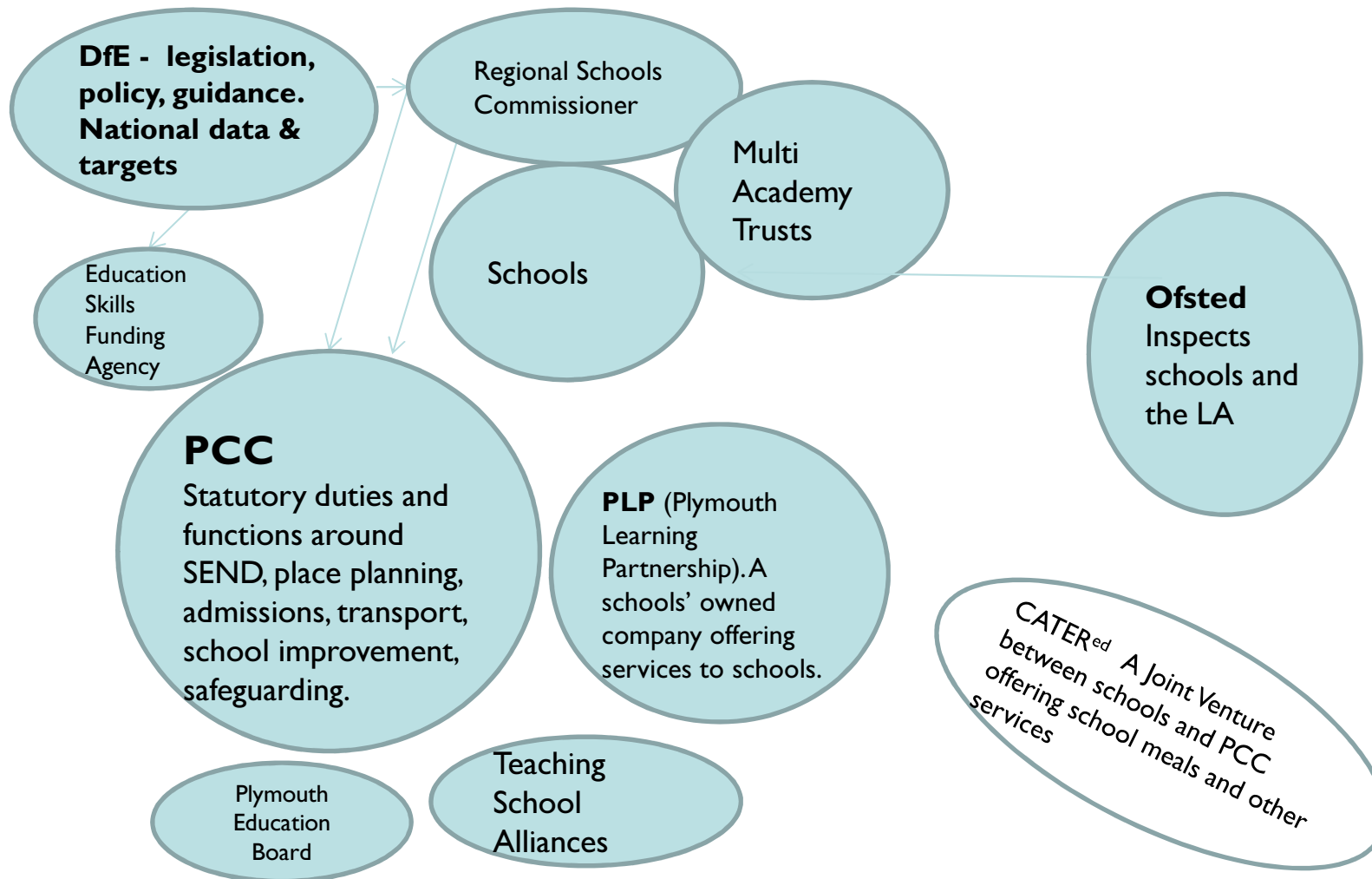
- There are nine key functions of the Department:
 - School Improvement
 - Health and Wellbeing
 - Transport
 - Admissions and Organisation
 - Safeguarding and Inclusion (including the Virtual School)
 - Skills
 - Special Educational Needs and Disability
 - Sport development

What is the role for the LA?



- The LA will challenge schools and other providers to improve – champion for parents, children and educational excellence
- Intervene using ‘powers of intervention’ - maintained schools. Only 25 left from April 2018.
- As a systems leader – prevent fragmentation
- Act as defender of local accountability – academy sponsors selected for merits and made aware of local priorities.
- Secure collective responsibility – a learning network via the Plymouth Education Board
- Improve and target early help offer and integration of support
- Protect the vulnerable - safeguard children & young people
- Lead SEND
- Place shaper and manage admissions
- Work in partnership to support schools below floor standards
- Move away from direct provider to strategic commissioner
- Oversight of local communities and need

Interrelationships across the education system



So, who does what?



Department for Education (DfE): Sets legislation, policy and guidance.

Regional Schools Commissioner (RSC): Monitors the performance of academies and intervenes to secure improvement in underperforming academies, takes decisions on the creation of new academies, ensures that the sponsor market meets local need by authorising new sponsors and challenging those that exist to perform even better.

Teaching School Alliances: Create and develop systems of school to school support and use of data to raise expectations and challenge.

Schools and Multi Academy Trusts: Responsible for the education of children and young people and in securing improvement for themselves and use of resources to do so.

The Local Authority works with ALL of these organisations to support an improving education system.

Business Priorities 2018-19



- The Department lead on the Children and Young People's Plan (2017-2020) (Appendix 7) priority – Raising Aspirations'
- To complete the work recognised by Ofsted (November 2016) transforming the SEND offer
- To lead on the priority within the Children and Young People's Plan, 'Deliver an integrated
- Deliver the aims and objectives of the STEM Plan.
- Implement the Plan for Sport
- Delivery of the Skills Plan
- We will plan for the provision of high quality learning environments and access to school for all learners irrespective of need
- Through participation in the Plymouth Children Safeguarding Board and through learning from cases, inspections and research we will bring timely and effective support and challenge to schools and settings
- Develop a new model of working to reflect that everything we do is about facilitating partnerships so that all children, young people and their families in Plymouth have the best access and opportunities

Funding



- We receive £9.2m from PCC revenue each year
- We also receive money from schools from trading
- Most funding comes from the Dedicated Schools Grant and pays for aspects of SEND, Admissions, leadership, Early Years & Inclusion
- We receive grants for sport development work in communities

Education, Participation & Skills: Budget Breakdown 2018/19



Function Name	Statutory Service	Gross Budget £m	Revenue Funding £m	DSG Funding £m	Grant Income £m	Income from Schools £m	Other Income £m
SEND	Yes	24.166	4.469	(17.131)	(0.184)	(0.054)	(2.328)
School Improvement	No	1.950	0.709	(0.491)	(0.390)	(0.275)	(0.085)
School Support	Yes	4.442	1.013	(2.399)	(0.728)	(0.283)	(0.019)
External Funding	Yes	1.808	0.130	0.000	(1.554)	0.000	(0.254)
Admissions	Part	0.368	0.000	(0.282)	0.000	(0.086)	(0.001)
Organisation	Part	1.026	0.820	(0.200)	(0.007)	0.000	(0.000)
Inclusion, Attendance & Welfare	Part	0.549	0.269	(0.039)	0.000	(0.227)	(0.014)
Transport	Yes	4.568	4.214	(0.078)	0.000	(0.133)	(0.143)
Skills and Employability	Part	0.287	0.287	0.000	0.000	0.000	0.000
Sports Development	Part	0.267	0.248	0.000	0.000	0.000	(0.019)
School Funding	Yes	65.230	0.000	(55.040)	(10.190)	0.000	0.000
Savings Target	N/A	(1.386)	(1.516)	0.000	0.000	0.000	0.000
Education, Participation & Skills Total		103.274	10.644	(75.658)	(13.053)	(1.058)	(2.862)
Deductions from DSG Gross Budget (Including Academy Recoupment, Central Licenses & Post 16 FE direct payment to FE Colleges)		123.462		(123.462)			

The funding issue for the local area



- Plymouth's maintained schools will benefit from the proposed second stage of the **National Funding Formula 2018/19**. However, the increase we receive by 2020 is the same as the amount by which we calculate we are under-funded today and, whilst we acknowledge and welcome the uplift of 5.2%, Plymouth remains one of the lowest funded authorities.
- The High Needs Block is under pressure and once the new formula is implemented, the additional £0.058m by 2020 will not close the gap. In addition the flexibility to support the High Needs Block from the Schools Block is being removed leaving the burden of the High Needs pressure with the LA.
- **ESG (General Fund)** has been paid to LAs to carry out statutory responsibilities for maintained schools; however there will be no ESG general fund from 2018/19 onwards.
- The loss of ESG due to transferring academies and the final cut to the ESG in September 2017 is a **£1.370m total loss in funding from 2017/18**.

Success



- Good progress of pupils from age 5 to 11
- Productive partnerships and 'blended' approaches
- High performance in school admissions & SEND
- A rigorous & comprehensive approach to safeguarding in schools

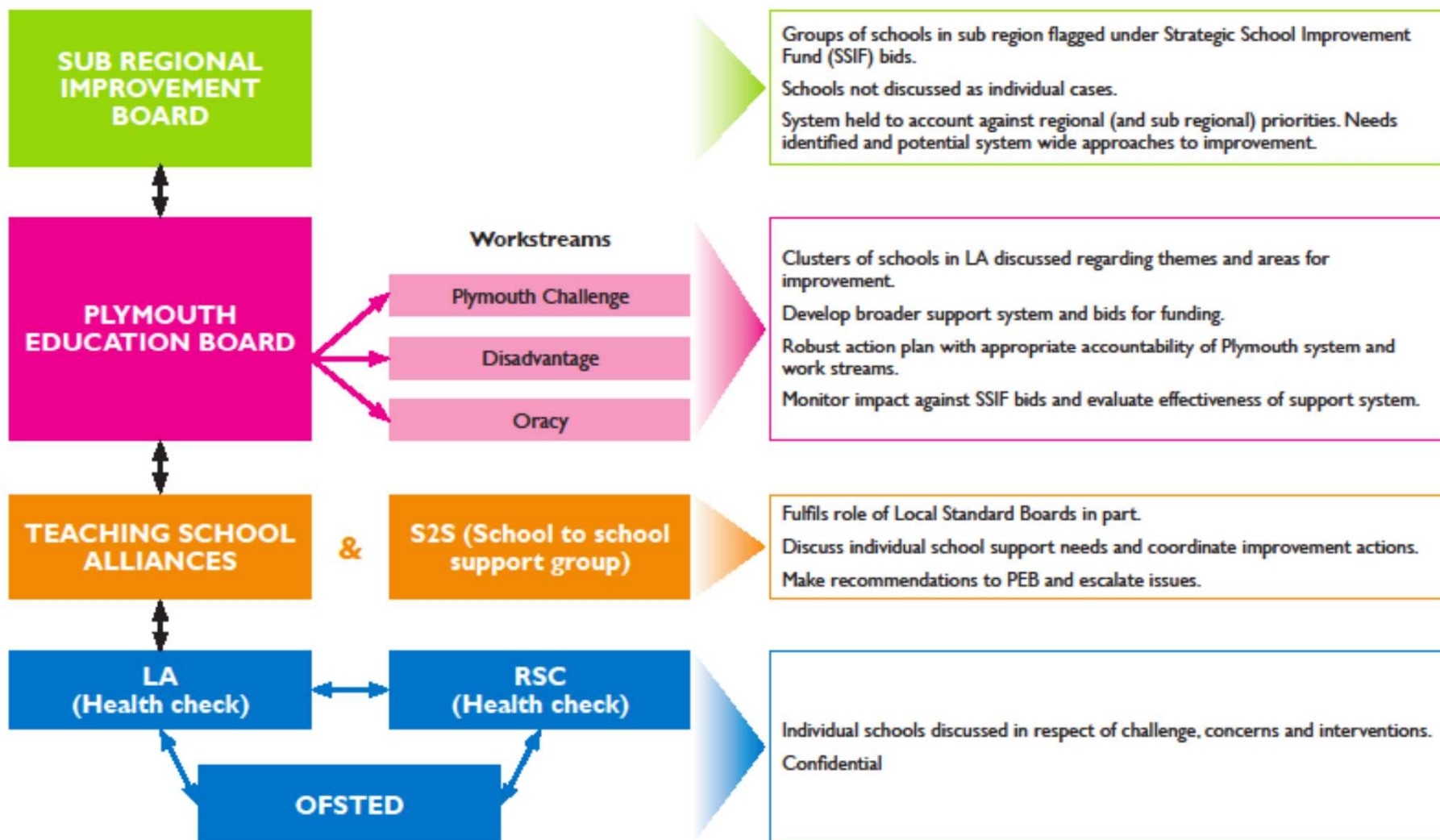
Challenges



- Children being ready for school
- Performance at KS4
- Falling school attendance
- Growing numbers of complex cases in SEND
- Fragmentation in the system
- School governance

PLYMOUTH EDUCATION BOARD ACCOUNTABILITY SYSTEM

January 2018



Plymouth Challenge



- Plymouth Challenge:
 - · The focus will be bringing coherence
 - · The development of leadership
 - · Challenge groups at school level to raise standards
 - · Careers advice, links with employers and transition to raise aspiration