

CHILDREN, YOUNG PEOPLE AND FAMILIES SERVICE (CYPFS) BUSINESS PLAN 2018/19

March 2018



1) Vision

Children, young people and families in need of help and protection get the right help, at the right time and in the right place. We will work to improve outcomes for children and young people in our care and all other vulnerable children and young people in Plymouth.

2) Purpose

The Plymouth Plan, the Corporate Plan, and the Corporate Safeguarding Adults and young People's Plan set out the priorities in relation to our **caring** and safeguarding responsibilities for children and young people in Plymouth. The integrated commissioning intentions will support the delivery of agreed priorities across the partnership.

The delivery of the service is fundamentally based upon ensuring that we work effectively with our partners. The Children and Young People's (CYP) Partnership agrees the Children and Young People's Plan, and the service supports the work of the Plymouth Safeguarding Children's Board contributing to the delivery of the board's business plan.

- The CYPFS exists to fulfil our statutory responsibilities to all children and young people in need, including those in need of protection, children in care, care leavers, and young people at risk of offending.
- As set out in the Corporate Plan we continue to prioritise early intervention and prevention. Critical to meeting the needs of children and young people with complex needs and in need of protection is our contribution to ensuring effective Early Help and preventing the need for a statutory response.
- The service works with partners to ensure that:
 - children, young people in need of help get the right level of support at the right time delivered by the targeted family and youth support, to prevent issues escalating, and to support and sustain positive change in their lives
 - preventing and reducing the numbers of young people becoming involved in the criminal justice system and offending behaviour
 - children and young people in need of help and protection have access to the social care service at the right time, delivering appropriate and proportionate assessment, responsive and child focussed permanence and care planning
 - supporting children, young people and their families so that they are looked after within their own families wherever possible
 - provide suitable placements for children in care and that we recruit and support the best foster carers

A contractual arrangement with Torbay is now in place and a key priority this year will be agreeing the opportunities for exploring potential joint delivery arrangements.

Key outcomes include:

- Increased resilience for children young people and families – see the Early Help and Family Support outcomes framework agreed by the Children and Young People's Partnership (Troubled Families Payment by Results claims)
- Safeguards and protection for children and young people in need of help and protection

- Reductions in first time offenders, and repeat offences for young people
- Timely permanence plans children in care
- Increase the number of children in care in permanent foster care placements, reducing the number of children in high cost residential placements
- Increased resilience for care leavers

3) Service Priorities for 2018/19

Service Priority	‘Must do’ actions	Dependencies
Plymouth Referral and Assessment Service (PRAS), Targeted Support, Parent and Child Assessment Team (PACAT), Risk of Exploitation, Absence and Child Homelessness (REACH) and Youth Offending Team (YOT) Head of Service - Siobhan Wallace		
To manage the front door to Children, Young People and Families Service (CYPFS), including out of office hour. To receive and record contacts from professionals and the public about children in need of help and/or protection.	Review gateway and Hub functions, linked to reviewing Out of Hours (OOH) Service contribution, plan and implement appropriate changes. Linked to Early Help delivery plans.	Project management support and Head of Service (HOS) lead the plan for change, HR support as appropriate.
To determine thresholds for statutory intervention, completing enquiries under Section 47 (S47) 1989/2004 Children Act for children and young people at risk of significant harm and taking appropriate safeguarding action when required. <ul style="list-style-type: none"> ▪ Reduce re-referrals ▪ Reduce rates of s47s and Single Assessments 	Work with partners, and ensure the decision making re thresholds and responses to reduce the rate of S47 investigations, and Single Assessments to bring us in line with statistical neighbours.	HOS and Service Manager link with Plymouth Safeguarding Children’s Board (PSCB), Learning and Professional Practice Sub group(LAPP), Clinical Commissioning Group (CCG), Education, Participation and Skills (EP&S) and key settings including schools – designated leads forum to agree issues, and plan.
To offer a clear and transparent assessment service to children in need that involves participation, collaboration and joint working. <ul style="list-style-type: none"> ▪ Increase the % of assessments completed with 10 working days ▪ Increase the % of assessments completed at 30 days ▪ Increase the % of assessments completed on time ▪ Improve the quality of assessments 	Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision. Enabling continued improvement in the quality of single assessments, built on good use of the Risk and Vulnerability Matrix (RVM), informing good quality care plans, and step down plans as appropriate, for all children assessed.	
To receive notifications of all children and young people going	Review REACH team arrangements and link to the learning from the focus on	HOS and Service manager planning linked to CSE in

missing, offering return home interviews and appropriate support. ▪ Improved % of return home interviews within 72 hours ▪ Improved contribution to assessment of risk	Child Sexual Exploitation (CSE) review.	focus review undertaken in February and March 2018.
To provide specialist assessments of parents' ability to care for children within Public Law Outline (PLO) or legal proceedings, and ensure appropriate supervised contact.	Progress review of PACAT and contact arrangements in the wider review of multi-agency, post Family Drug and Alcohol Court (FDAC) review. PAUSE SIB	Commissioning, and third sector partners, Hamoaze, and Harbour.
To establish and maintain a youth offending team in line with the Crime and Disorder Act 1998, with a principle aim of preventing offending by children and young people. ▪ Maintain low rates of first time offenders ▪ Reduce repeat offending	Complete review of workloads and links to targeted youth and family support to strengthen the prevention offer.	Continue work in working with the regional YOT board.
To provide targeted youth, and family support, including improving outcomes within the Families With a Future (FWAF)/Troubled Families programme. ▪ Increase attached families cohort ▪ Increase Payment by Results (PBR) claims	Contribute to leading the development of plans to integrate the early help offer. Confirming realising delivery plans. Ensure FWAF and troubled families plan is robust and focussed to meet targets for the next two years.	System Optimisation Group (SOG) work to continue at pace supported by commissioning and transformation colleagues. Commissioning and Project management capacity needs to be maintained and detail agreed.
Lead the Partnership with the NSPCC Together for Childhood	Director of Children's Service, Assistant Directors Strategic Leads, HOS Operational Steering Group Lead	Development support from NSPCC development officer, Commissioning, PSCB.

Child Social Work Service and Permanence Service

Head of Service - Caroline Kirsopp

Children and young people to be seen in a purposeful, timely way and to ensure that this is recorded to reflect the child's lived experiences. Good performance in relation to visits to children in need and subject to Child Protection (CP) plans.	Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision. Improved timeliness of purposeful visits to children using regular daily meetings in each team.	Continued focus on recruitment and retention, with effective and timely short term responses where needed.
Child focussed assessment and care planning improving the quality of CP plans and with an increased focus on Child in Need assessments, interventions and review's. Maintain appropriate numbers	Focus on improved CP plans, Core Group minutes and Children in Need (CIN) plans and review arrangements.	Quality assurance and professional development support to ensure improved quality of practice.

<p>of children in need and subject to plans</p> <p>Reduce % of children subject to repeat CP plans.</p>		
<p>Maintain good in timelines for children in proceedings, and improve the timeliness of permanence decision making.</p> <p>Maintain proceedings timescales, and reduced use of Residential, Independent Fostering Agency (IFA) and parent and Child</p>	<p>Review key decision making re PLO, and decisions to come into care.</p>	<p>HOS, Service Manager</p>
<p>Improve short and long term placement stability.</p>	<p>Ensure that plans for children support them to remain, or step down to suitable foster placements in a timely way to meet their needs. Continue to improve placement sufficiency, and manage costs of provision.</p> <p>Agree the new approach to supporting complex adolescents on the edge of care, and in care, based on a principle of a consistent group of practitioners, including social workers, CAMHS workers and youth workers to provide a consistent, timely and flexible response to prevent young people coming into care, and support those in care to remain in the most appropriate placement.</p>	<p>Commissioning, virtual school, CAMHS</p> <p>Project management and commissioning support to develop the options appraisal and detailed plans.</p>
<p>Review of Permanence/Care Leavers Service as a response to implications for service delivery following Children Social Work Act 2017 to enable the service to meet not only its statutory duties and responsibilities but to improve the life chances of children in care and care leavers.</p> <p>Improve the amount of Care Leavers in Education, Employment and/or Training (EETs) and care leavers in suitable accommodation</p>	<p>Agree new arrangements for delivery, implement and review impact.</p> <p>Link with potential partners developments.</p>	<p>Implementation plan and HR support as appropriate.</p> <p>Virtual school.</p> <p>Professional development needs identified and planned for.</p>
<p>To increase sufficiency of Foster Carers so that we are able to meet the needs of our children in care in-house.</p> <p>Increase numbers of in house foster carers able to support children and young people with the most complex needs</p>	<p>Continued focus on increasing recruitment of suitable in house fostering.</p> <p>Consider potential for a joint approach with Torbay.</p>	<p>Commissioning and links with IFA market.</p> <p>AD Torbay</p>

Contribute to establishing the Regional Adoption Agency (RAA) by Oct 18.		RAA Project management, Governance Board, and steering group, with local Plymouth focus group with Finance, commissioning, HR and legal support for the implementation and transfer phase.
Safeguarding and Quality Assurance Head of Service – Sandy Magee		
Maintain the strategic focus on Recruitment, retention and professional development. <ul style="list-style-type: none"> ▪ % vacancies ▪ % retention 	Implement the retention and recruitment strategy including developing plans to establish a social work teaching arrangement.	To be led by the Professional Development Service Manager and Team, and explore the potential for a joint approach with Torbay – include AD Torbay.
Consistent Quality Assurance (QA) practice and Leadership	Finalise, agree and implement the new QA framework. Further embed the Quality Performance and Review Monitoring (QPRM) aspect of performance management within this.	HOS and Service Manager Safeguarding and Quality Assurance, and operational HOS and Service Managers.
Realignment of the Independent Chair dual function.	This will be achieved by the realignment of the current Independent chair duties and functions. With phase 1 taking place in May 18. Phase 2 will see the Independent Reviewing Officer (IRO) function follow the specialism of the CP chairs and enable a greater focus on outcome based care planning for children in care and leaving care.	HOS with HR support and advice, professional development and training plan to be agreed.
Improving the impact of CP plans, and the experience of Plymouth families whose children are in need of protection through the implement of a strength based model of child protection case conference. Evidencing impact of the IRO function by providing challenge and escalation through the Problem Resolution process.	The development of the Independent Chairs skills and knowledge so as to really utilise all of their knowledge and skills with a greater focus on a Child Protection Coordinator role, a role that will strengthen the decision making around CP planning. See IRO annual report, recommendations and plan – due to be refreshed June for 2018-19.	HOS with HR support and advice, professional development and training plan to be agreed.
Working with operational social work manager colleagues to reduce the number of children who experience repeat child protection plans and ensure thresholds/stepdown arrangements are robust.	<ul style="list-style-type: none"> ▪ Undertaking Auditing work – at all levels ▪ IRO visiting Action plan - 2018/19 target ▪ Supporting placement stability ▪ Fulfils IRO function 	

Ensuring social work practice is compliant with Plymouth Best Practice Standards – Assessment, Planning and understanding the child’s lived experience.	Promoting Relationship based work with Plymouth children in care , ensuring their voice remains heard and their views acted upon	
Ensure regular engagement with staff	<p>The annual employer’s health check survey of social workers is a mandatory requirement.</p> <p>Service holds annual information days with expectation that all staff will attend one of the three sessions on offer.</p> <p>The Service Director meets all new social workers joining the service.</p>	
Supporting work to establish the Regional Adoption Agency	Review the role of the panel adviser.	

Appendices to the Business Plan

1. Budget 2018/19
2. Balanced Scorecard – key performance indicators for your service
3. Risk Register
4. Service Standards – the standards of service you are providing to citizens/internal customers