

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

March 2018



Service Priorities for 2018/19

Service Priority	'Must do' actions	Progress Update
<p>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)</p> <p>Head of Service - Siobhan Wallace</p>		
<p>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.</p>	<p>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.</p>	<p>The reconfiguration of the Hub and Gateway to create the Plymouth Children's Gateway (PCG). In response to feedback during the Ofsted ILACS, operating processes and practice within the MASH have been reviewed. A detailed improvement plan is in place including improvements in performance monitoring and management oversight.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that:</p> <ul style="list-style-type: none"> Continued enhanced oversight of PCG arrangements as the service beds in. A multi-agency review of the PCG is planned for the end of Jan 19. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Completion of the Targeted Support review and implementation to create an enhanced Early Help Advice and Support Team to work alongside the PCG, and an Adolescent Support team focussed on diversion from care, offending and CE.
<p>To determine thresholds for statutory</p>	<p>Work with partners, and ensure the</p>	<p>There has been a small drop in the percentage of re-referrals from 33.4% to</p>

<p>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.</p> <ul style="list-style-type: none"> ▪ Reduce re-referrals ▪ Reduce rates of s47s and Single Assessments 	<p>decision-making re thresholds and responses to reduce the rate of S47 investigations, and Single Assessments to bring us in line with statistical neighbours.</p>	<p>32.9%. This will continue to be a focus of threshold work in the PCG and targeted support and PRAS stepdown planning going forward.</p> <p>There has been a small drop in the number of referrals and assessments over and above expected seasonal changes. However, the percentages of s47 investigations remain too high. This is being addressed as part of the improvement plan.</p> <p>The percentage of single assessments completed within the 45 day timescale has remained consistently high at around 94%, which is strong performance compared to statistical neighbours. The Ofsted ILACS feedback has supported the findings from internal auditing that the quality of assessment work has improved and most are now good. Numbers of assessments completed within 10n days have now risen to 20% and within 30 days to 52%.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that:</p> <ul style="list-style-type: none"> • Reduction in repeat referrals and numbers of s47 investigations to come into line with statistical neighbours.
<p>To offer a clear and transparent assessment service to children in need that involves participation, collaboration and joint working.</p> <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 	<p>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.</p>	<p>The percentage of single assessments completed within the 45 day timescale has remained consistently high at around 94%, which is strong performance compared to statistical neighbours. The Ofsted ILACS feedback has supported the findings from internal auditing that the quality of assessment work has improved and most are now good. Numbers of assessments completed within 10n days have now risen to 20% and within 30 days to 52%.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> ▪ Increase the % of assessments completed with 10 working days ▪ Increase the % of assessments completed at 30 days <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p>

		<ul style="list-style-type: none"> Continued focus on maintaining manageable workloads, increasing the evidence of management oversight and reflective supervision (ILACS priority 4)
<p>To receive notifications of all children and young people going missing, offering return home interviews and appropriate support.</p> <ul style="list-style-type: none"> Improved % of return home interviews within 72 hours Improved contribution to assessment of risk 	<p>Review REACH team arrangements and link to the learning from the focus on Child Sexual Exploitation (CSE) review.</p>	<p>The process for recording and disseminating Return Home Interviews (RHIs) has improved and the Ofsted ILACS feedback noted an improvement in the quality of recording. Most RHIs are now being completed within the expected timescales.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Continued improvement in timeliness in recording RHIs. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continued focus on quality of contribution to assessment of risk
<p>To provide specialist assessments of parents' ability to care for children within Public Law Outline (PLO) or legal proceedings, and ensure appropriate supervised contact.</p>	<p>Progress review of PACAT and contact arrangements in the wider review of multi-agency, post Family Drug and Alcohol Court (FDAC) review.</p> <p>PAUSE SIB</p>	<p>Review of PACAT and contact arrangements incorporated into the Targeted support review which currently in progress.</p> <p>Family Drug and Alcohol Court (FDAC) Team has now been disbanded following a review of its intervention model effectiveness.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Completion of the Targeted support review. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Completion of the Targeted Support review and implementation to

		<p>create an enhanced Early Help Advice and Support Team to work alongside the PCG, and an Adolescent Support team focussed on diversion from care, offending and CE.</p>
<p>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.</p> <ul style="list-style-type: none"> ▪ Maintain low rates of first time offenders ▪ Reduce repeat offending 	<p>Complete review of workloads and links to targeted youth and family support to strengthen the prevention offer.</p>	<ul style="list-style-type: none"> • There was a spike in repeat offending during the year, partly due to a particular cohort of young people. This has now been resolved due to diversionary work. The KPI on young people in custody has increased significantly but this is due to fluctuations in a very small cohort. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Review of the YOT with renewed emphasis on prevention of offending.
<p>To provide targeted youth, and family support, including improving outcomes within the Families With a Future (FWAF)/Troubled Families programme.</p> <ul style="list-style-type: none"> ▪ Increase attached families cohort ▪ Increase Payment by Results (PBR) claims 	<p>Contribute to leading the development of plans to integrate the early help offer. Confirming realising delivery plans.</p> <p>Ensure FWAF and troubled families plan is robust and focussed to meet targets for the next two years.</p>	<p>Focussed work over the year has seen us consistently meeting significantly increased targets for PBR claims within our FWAF programme.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Ongoing work with partners re targets for FWAF claims. • Continued multi-agency work to develop and support the citywide Early help offer. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Continued attention on maintaining the improvement in meeting FWAF targets through enhanced partnership working

<p>Lead the Partnership with the NSPCC Together for Childhood</p>	<p>Director of Children's Service, Assistant Directors Strategic Leads, HOS Operational Steering Group Lead</p>	<ul style="list-style-type: none"> • There has been a positive launch of the Together for Childhood Project and good multi-agency involvement to begin to shape service delivery. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Leadership within the Together for Childhood project.
<p>Child Social Work Service and Permanence Service Head of Service - Caroline Kirsopp</p>		
<p>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.</p> <p>Good performance in relation to visits to children in need and subject to Child Protection (CP) plans.</p>	<p>Continued work in service to sustain and maintain manageable workloads. Increase the evidence of management oversight and reflective supervision.</p> <p>Improved timeliness of purposeful visits to children using regular daily meetings in each team.</p>	<p>There has been some progress in ensuring appropriate visiting frequency to Children in Care and in need of protection and overall caseloads have been manageable. Ofsted ILACS feedback recognise improvements in these areas.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Performance on visits continues to receive high level scrutiny <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Performance on visits continues to receive high level scrutiny
<p>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.</p> <p>Maintain appropriate numbers of children in need and subject to plans</p> <p>Reduce % of children subject to repeat CP plans.</p>	<p>Focus on improved CP plans, Core Group minutes and Children in Need (CIN) plans and review arrangements.</p>	<p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>Internal targets for Child in Need visiting rates.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Focus work to achieve improvements in the quality of outcome focussed plans (ILACS priority 2)

<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>A Review and re-alignment of various panel processes in relation to legal and resource decisions to accommodate children has resulted in the implementation of the ARC, CIC Legal Gateway Panels.</p> <p>Placement review and Budget containment meetings take place fortnightly reviewing high cost foster placements in order to achieve savings and explore exit planning to lower cost placements or reunification. To date the service has realised savings of 1.47 million in the first nine months of the financial year through step down and step out of placements. The placement budget is currently showing overspend due to two specific young people and costs of care packages.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>PLO Tracker requires embedding and further focus.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p>
<p>Improve short and longterm 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>Significant achievements have been made in both long term and short-term placement stability KPI.</p> <p>Realignment of the Permanency and Careleavers service into one service area occurred in October 2019.</p> <p>Placement review and Budget containment meetings take place fortnightly reviewing high cost foster placements in order to achieve savings and explore exit planning to lower cost placements or reunification.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • The placement budget is currently showing overspend due to two specific young people and costs of care packages. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p>

		<ul style="list-style-type: none"> Continued high-level scrutiny of all placement costs.
<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>Realignment of the Permanency and Careleavers service into one service area occurred in October 2019.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Disseminate and embed the local offer to Careleavers <p>Likely areas of focus for 19/20: With reference to the MTFS, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continued focus on the maintaining a reduction of caseloads for Personal Assistants (ILACS priority 5) Continuing the work to achieve the aim of Pledge 48 supporting young people to benefit from work placements
<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>We continue to experience sufficiency challenges in this area with a mixed offer delivered through in house services and a range of Independent Fostering Agencies.</p> <p>Likely areas of focus for 19/20: With reference to the MTFS, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Consideration of commissioning strategies and collaborative work with Torbay to increase foster care sufficiency.
<p>Contribute to establishing the Regional Adoption Agency (RAA) by Oct 18.</p>		<p>The Regional Adoption Agency (RAA) went live on the 18th October 2018.</p>
<p>Safeguarding and Quality Assurance</p> <p>Interim Head of Service – Sandy Magee</p>		
<p>Maintain the strategic focus on Recruitment,</p>	<p>Implement the retention and recruitment</p>	<p>There is a high level of confidence regarding delivery of our workforce</p>

<p>retention and professional development.</p> <ul style="list-style-type: none"> ▪ % vacancies ▪ % retention 	<p>strategy including developing plans to establish a social work teaching arrangement.</p>	<p>development plan, assuming existing resources are unaffected. Our current vacancy rate stands at 4.8% and 2% for front line social workers against 17% national KPI Vacancy Rate for all HCPC registered posts.</p> <p>The Academy Social Work Plymouth is established and building a portfolio of capability to establish credibility. This includes being critical readers for the Open University Law Unit at postgraduate level, scoping nationally important research projects and sitting on the national champions group in London for National Assessment and Accreditation work (NAAS) and the Assessed and Supported Year in Employment.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Work has begun to support Torbay. A workforce development session was held with Torbay's Service Director and Heads of Service to support them to formulate a workforce development plan. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Academy Social Work Plymouth focus will be on preparing for the statutory national accreditation and testing of the social work qualified workforce in 2020, at a child and family practitioner, supervisor and practice leader levels (NAAS). The Department for Education has invited Plymouth to be a pilot authority in 2019, which will attract grant funding for this work.
<p>Consistent Quality Assurance (QA) practice and Leadership</p>	<p>Finalise, agree and implement the new QA framework. Further, embed the Quality Performance and Review Monitoring (QPRM) aspect of performance management within this.</p>	<p>The Quality Assurance Framework has been agreed, finalised and implemented.</p> <p>The Quality Performance and Review Monitoring (QPRM) process is well established. ILACS feedback confirms that this mechanism has led to improved performance and practice in a number of areas.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>The launch of the Team Diagnostic activity, scheduled for November 2018, is now delayed, due to the recent Ofsted ILACS and post ILACS activity.</p>

		<p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Roll out of the Team Diagnostic activity across social work teams. • Continued focus through QPRM in securing improvements in the quality of outcome focussed plans (ILACS priority 2)
<p>Realignment of the Independent Chair dual function.</p>	<p>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.</p>	<p>The realignment of the Independent Chair duties and functions is finalised with the dual specialisms of IRO and Child Protection Coordinator (CPC) established as phase 1 and 2 of the realignment.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> • Delivery of Phase 3 of safeguarding improvement plan focussing on IRO function and child participation. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Supporting improvements in the quality of outcome focussed plans (ILACS priority 2)
<p>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.</p> <p>Evidencing impact of the IRO function by providing challenge and escalation through the Problem Resolution process.</p>	<p>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.</p> <p>See IRO annual report, recommendations and plan – due to be refreshed June for 2018-19.</p>	<p>The multiagency Strength based child protection case conference process was implemented successfully in September 2018. This is receiving positive feedback from both partners and families. ILACS feedback reported that its impact on improving outcomes for children is yet to be established.</p> <p>Significant improvements in both the quality assurance of casework and effective challenge provided by the IRO and CPCs is now evident, as stated within the OFSTED ILACS feedback.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>Reduction in children experiencing repeat child protection plans in line with</p>

		<p>national and statistical neighbours.</p> <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continuing high-level scrutiny on achieving a reduction in numbers of children subject to multiple child protection planning.
<p>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.</p>	<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 	<p>The realignment of the Independent Chair duties and functions is finalised with the dual specialisms of IRO and Child Protection Coordinator (CPC) established.</p> <p>Monthly themed audit work began in Feb 2018. However, the feedback from Ofsted ILACS found that learning from this activity is not well embedded or effectively contributing to service improvements.</p> <p>Head of Service has led on securing specialist provision for women who experience multiple children being removed. The PAUSE programme is currently being implemented and will be funded through SIB investment.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <ul style="list-style-type: none"> Focus on improving Auditing practice (at all levels) and learning from activity to enable effective service improvement and performance (ILAC priority 6) Fully confident that PAUSE will be implemented by April 2019. <p>Likely areas of focus for 19/20: With reference to the MTFs, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> Continuing high-level scrutiny on achieving a reduction in numbers of children subject to multiple child protection planning. Implementation, and strategic leadership and scrutiny of PAUSE programme.
<p>Ensuring social work practice is compliant with Plymouth Best Practice Standards –</p>	<p>Promoting Relationship based work with Plymouth children in care , ensuring their</p>	<p>Practice improvements have been achieved in the standard of assessment work completed and in understanding the child’s lived experience through</p>

<p>Assessment, Planning and understanding the child's lived experience.</p>	<p>voice remains heard and their views acted upon</p>	<p>purposeful visiting and direct work with children. This is supported through Ofsted ILACS findings. These are core tenets of the Best Practice Standards.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>Despite continued scrutiny and training over the last 12 months progress and improvements in practice in the other areas of the Best Practice Standards has not been achieved.</p> <p>Likely areas of focus for 19/20: With reference to the MTFS, what the areas of focus will likely be for 19/20:</p> <ul style="list-style-type: none"> • Supporting improvements in the quality of outcome focussed plans (ILACS priority 2) • Supporting the improvement of management oversight and reflective supervision (ILACS priority 4)
<p>Ensure regular engagement with staff</p>	<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>	<p>The mandatory expectation for completing the annual health survey has been emphasised to all staff.</p> <p>The Service Director continues to meet all new social work staff joining the service as part of their induction programme.</p> <p>Key actions remaining: What is still to be delivered and level of confidence around that</p> <p>The CYPFS 2018 Annual Information days were unfortunately cancelled at short notice, due to the recent OFSTED ILACS.</p> <p>Likely areas of focus for 19/20: With reference to the MTFS, what the areas of focus will likely be for 19/20:</p> <p>High level support for staff to complete the annual employers health check</p>

Supporting work to establish the Regional Adoption Agency	Review the role of the panel adviser.	The Regional Adoption Agency (RAA) went live on the 18 th October 2018. Key actions remaining: What is still to be delivered and level of confidence around that None
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