

Children's Directorate – Overview & Scrutiny Presentation: May 2019



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Introduction



- From 1st April 2018 Children's Directorate was created to reflect a wider scope from Torbay Children's Service contract
- The Children's Directorate consisting of Children, Young People and Families Services and Education, Participation and Skills
- The children's Directorate is located within the Federated People Directorate

Integration – Progress to date



The Children's Directorate has been changing since 2014 across both Education and Social Care. So far we have:

- Completed reviews of practice, function and form in CYPF & EPS
- Created alternative delivery vehicles (CATERed, On Course South West)
- Aligned and re-aligned functions (Gateway/Hub, Early Years, Inclusion)
- Rolled out Mobile devices
- Integrated our front door with health partners – particularly in SEND
- Created a focus for commissioned services & tools to support partners
- Begun a new partnership with Torbay
- Started a comprehensive accommodation review
- Work is underway to further integrate the Front Door, Early Help, Targeted Support and Business processes across CYPF & EPS

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



- Quality assurance framework embedded
- Quality and Performance Review Meeting arrangements well established and held bi monthly driving up performance through mechanism of 'High Challenge and Huge support'
- Following ILACS inspection in Oct/Nov 2018, Ofsted Improvement Plan finalised and detailed work building on sustained improvements in progress

Business Plan Priorities 2019-20



- Increased resilience for children young people and families through the Early Help and Targeted Support outcomes framework agreed by the Children and Young People's Partnership
- Increased resilience of children and young people in need of help and protection, evidenced through fewer repeat referrals and repeat child protection plans
- Reductions in first time offenders, and repeat offences for young people
- Timely permanence plans for 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 and IFAs
- Increased resilience for care leavers
- Continued work in service to sustain and maintain manageable workloads

Children ,Young People & Families: Budget Breakdown 2019/20



Function Name	Statutory Service	Gross Budget £m	Grant Income £m	Contributions from Education/Health/ASC	Other Income	Net Budget £m
QA Safeguarding and Bus Suppt	Yes	3.881	0.000	(0.034)	(0.085)	3.761
Permanency	Yes	3.169	(0.114)	0.000	(0.016)	3.039
CAMHS Specialist Services	Yes	0.654	0.000	(0.045)	0.000	0.609
Children in Care	Yes	1.107	0.000	(0.770)	0.000	0.338
Plymouth Referral and Assmnt	Yes	3.536	(0.136)	(0.290)	(0.050)	3.060
Adoption	Yes	1.086	0.000	0.000	0.000	1.086
Childrens Social Work	Yes	3.429	0.000	0.000	0.000	3.429
Targeted	No	3.655	(0.477)	0.000	(0.007)	3.171
Placements	Yes	26.375	0.000	(0.915)	0.000	25.461
Savings Target	N/A	(4.757)	(2.194)	0.000	0.000	(6.951)
CYPF Total		42.135	(2.921)	(2.054)	(0.158)	37.002

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. In June 18, Ernesettle was agreed as the initial location for focus of work
- Life Chances Funding for Social Impact Bond to bring “PAUSE” to Plymouth. Pause service began in Plymouth on 1st April 2019
- Plymouth city council has been awarded a successful pilot for the national accreditation and assessment system or NAAS, part of which will utilise the innovative endorsement accredited unit Plymouth created. The pilot will allow us to be a key player on the national stage and the grant funding allows unprecedented one to one development for professional staff. The first 12 managers will seek accreditation in June bringing prestige to the authority
- The Academy of Social Work is now firmly established. Participation by young people is embedded and expanded. The website is frequently cited by candidates as a reason for choosing Plymouth. Highlights so far include peer reviewing the post graduate law unit, assisting the new regulator at social work England, achieving 0.8 social work vacancies, putting six new advanced practitioners into the system through internal accreditation and achieving success in three grow your own trainee routes. A care leavers apprentice is out for advert

Headline Achievements 2018 - 19



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

- 0.8% QSW vacancy rate, 4.7% overall Vacancy rate vs 16.5% National Average (Headcount)
- Team Manager acting up opportunities that are filled but technical still vacant account for most of this
- 8.8% turnover rate vs 15.2% National Average
- Predicted turnover for 30th May 2018 remains steady at 8.8% vs 15.2% National Average

Headline Achievements 2018 - 19



- Successful transition to Regional Adoption Agency (RAA) achieved
- Successful realignment of the Care leavers service with the Permanency service
- Plymouth Best Practice Standards embedded
- A reduction in % of children subject to multiple child protection plans from 26.8% to 22.7%, below our target
- Creation of the Plymouth Children's Gateway Service
- Timeliness of single assessments improved performance at 94.8 % at year end
- Martin Calder audit of use of the resilience and vulnerability matrix (our practice model) identifies progress in quality and clear focus for development at last review
- Increase of 12.6% from last year of the proportion of Care leavers that are in Education, Employment or training

Headline Achievements 2018 - 19



- Care Proceedings/PLO work remains timely at 26 weeks
- Short term placement stability has been maintained and at year end was below our statistical neighbour group at 10.7%
- Adoption timeliness is performing well – average time between child entering care and moving in with their adoptive family – 450 March 2019
- Increased long term placement stability to 66.1% in March 2019
- Junior Listen and Care Council was established in March 2018
- Care leavers offer finalised and ready for sign off
- Staying Put arrangements increasing to 16.7% at year end
- The proportion of Care leavers in suitable accommodation for April 2019 stands at 94.3%
- Realignment of the safeguarding service dual functions and implementation of strength based child protection case conferences
- PAUSE programme and Team established and went live April 2019

Challenges



- Continuing to manage demand
- Managing 16/17 years old YP with complex behaviours and needs
- Foster Carers recruitment
- Cost of wrap around support packages
- Containing cost of residential placements
- Planning for 0-25 agenda for Care Leavers
- 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



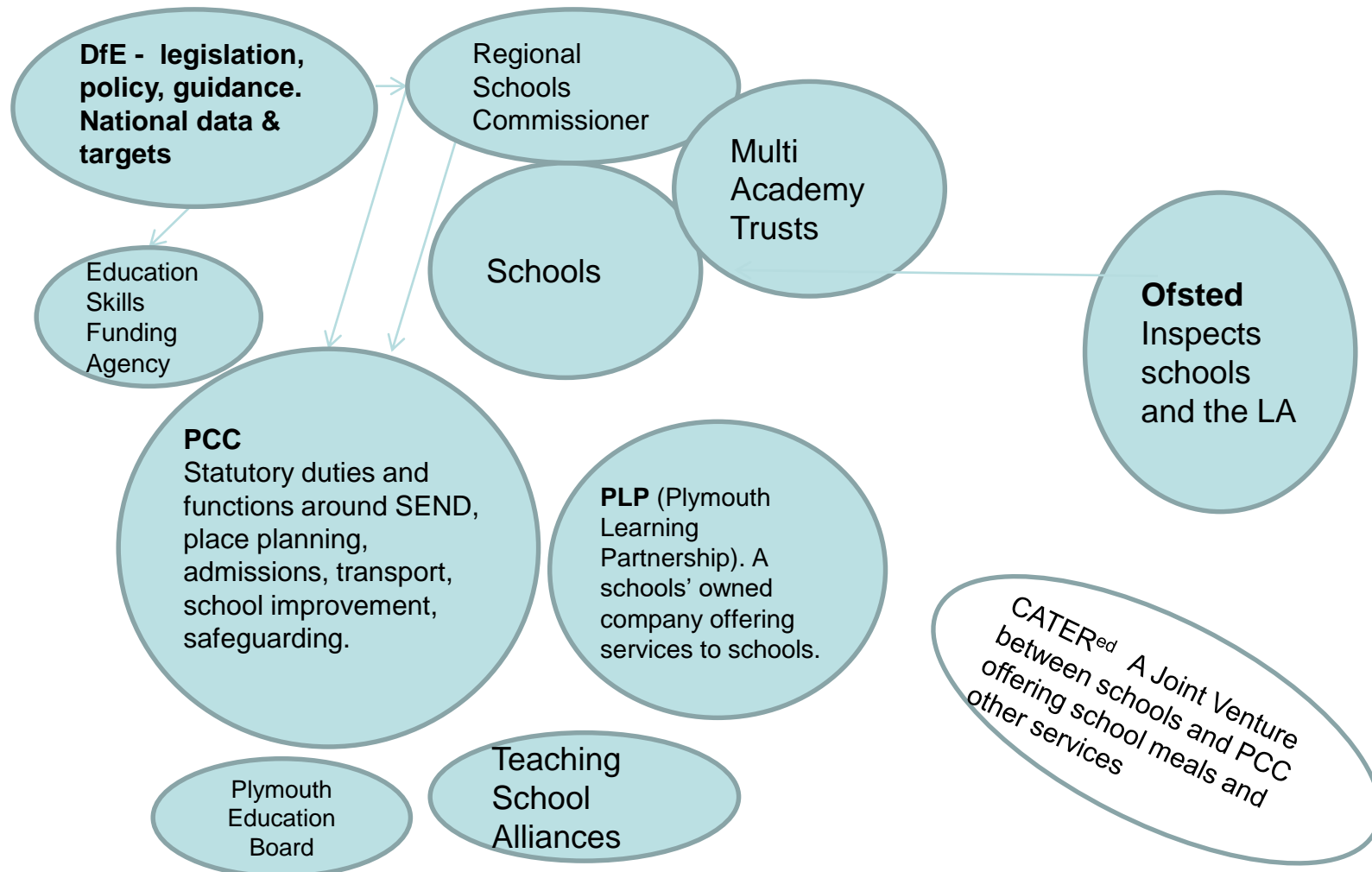
- There are seven key functions of the Department:
 - School Improvement
 - Health and Wellbeing
 - Transport
 - Admissions and Organisation
 - Safeguarding and Inclusion (including the Virtual School)
 - Skills
 - Special Educational Needs and Disability

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 2019-20



- 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
- 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 £9.6m 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

Education, Participation & Skills: Budget Breakdown 2019/20



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	25.409	4.032	(18.983)	0	(0.082)	(2.311)
School Improvement	Yes	2.192	0.671	(0.838)	(0.007)	(0.237)	(0.439)
School Support	Yes	3.793	0.917	(1.835)	(0.752)	(0.282)	(0.007)
External Funding	Yes	1.808	0.000	0	(1.554)	0	(0.254)
Admissions	Part	0.363	0.000	(0.282)	0	(0.080)	(0.001)
Organisation	Part	0.577	0.531	0	(0.005)	(0.041)	0
Inclusion, Attendance & Welfare	Part	0.578	0.277	(0.039)	0	(0.247)	(0.016)
Transport	Yes	4.773	4.462	(0.078)	0	(0.131)	(0.103)
Skills and Employability	Part	0.471	0.300	0	0	0	(0.171)
School Funding	Yes	56.393	0.000	(46.203)	(10.190)	0	0
Savings Target	N/A	(1.501)	(1.501)	0	0	0	0
Education, Participation & Skills Total		94.855	9.687	(68.257)	(12.508)	(1.101)	(3.302)

Deductions from DSG Gross Budget (Including Academy Recoupment, Central Licenses & Post 16 FE direct payment to FE Colleges)	136.740		(136.740)			
Total	231.595	9.687	(204.997)	(12.508)	(1.101)	(3.302)

The funding issue for the local area



- Plymouth's schools have benefitted from the **National Funding Formula**. However, the cap on gains means we have to wait until 2020 to receive the total additional funding of £10.6m
- Plymouth's High Needs Block received an additional £0.232m in 2019/20. An additional £250m has been allocated nationally to High Needs Block budgets, spread equally over 2018/19 and 2019/20. Plymouth's allocation was 0.550m each year but our High Needs Block remains under pressure. 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 has been no ESG general fund since 2018/19
- The loss of ESG due to transferring academies and the final cut to the ESG in September 2017 is a **£1.3m total loss in funding from 2017/18 and £1.6m from 2018/19 onwards.**

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

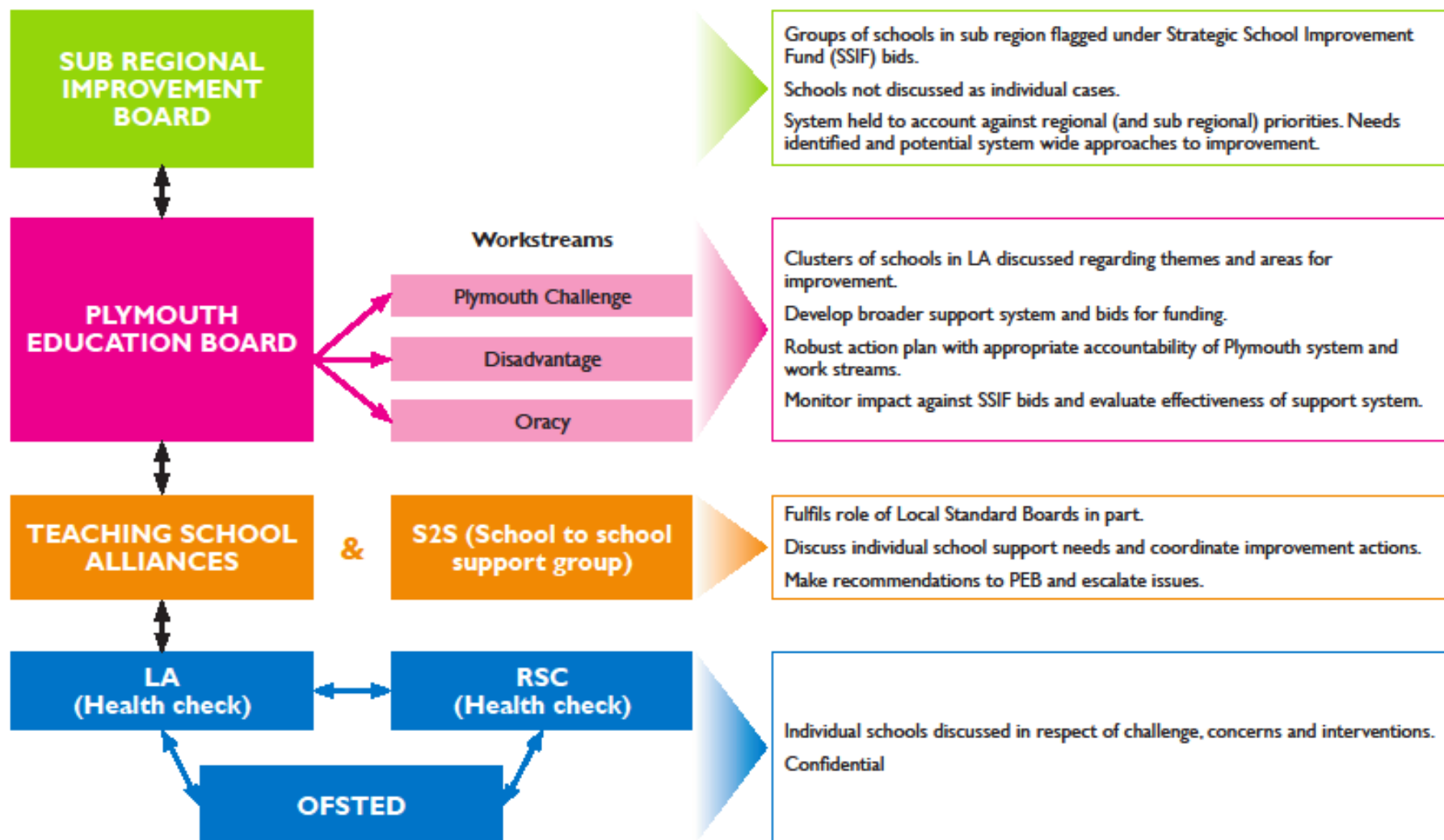
Challenges



- 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