Southampton Children and Learning Service

Improvement Plan

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Child Friendly SOUTHAMPTON

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Making a difference

SOUTHAMPTON CITY COUNCIL

Building for **Brilliance**; Building for **Sustainability**; Building for **Families, with Families**

Ensure that children get the **right support at the right time**, meeting need early, reducing demand and spend on statutory services

Develop **strong, vibrant localities** where families can receive the help they need and practitioners can share their knowledge and expertise

Support children to **remain within, or return to, their birth families**, seeking out and reuniting family members, reducing care costs and freeing up placements for other children.

Promote **permanence and placement stability**, creating strong forever families and reducing increasingly costly alternatives

Build a **permanent, stable, energised workforce**, increasing consistency for children and reducing agency spend

Embed our **practice framework and practice standards** across the whole service, doing the basics brilliantly and being ambitious in our practice expectations

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Ofsted Recommendations

Ofsted Recommendations

Judgement	Grade
The impact of leaders on social work practice with children and families	Outstanding
The experiences and progress of children who need help and protection	Good
The experiences and progress of children in care	Good
The experiences and progress of care leavers	Good
Overall effectiveness	Good

■ An increase in placement sufficiency, including short-breaks provision for disabled children

■ Ongoing work with health partners to improve the timeliness of initial health assessments and dental checks for children in care

■ The quality and effectiveness of support to unaccompanied asylum-seeking children, as well as housing, education, employment and training for all care leavers

■ Identification, assessment and support for children in private fostering arrangements

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Improvement Plan

Cross cutting themes

1. **Collaborative working relationships & creatively seeking support for C&YP**

2. **Build resilience of our C&YP and families we work with**

3. **Consistent approach to practise across the services**

Priority 1:

Ensure that children get the right support at the right time, meeting need early, reducing demand and spend on statutory services

Demand and activity (How much are we doing?)

Indicator	Jul-22	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Target	RAG	Direction of travel	So'ton 21/22	Statistical Neighbou	South East	England
Number of referrals into Early Help	149	172	183	131	181	154	172			-	-	-	-	-
Number of Early Help assessments started	130	89	110	73	74	82	110			-	-	-	-	-
Number of contacts in the month	1594	1598	2023	1544	1828	1948	1804			-	-	-	-	-
Number of referrals into statutory service in the month	318	330	433	282	301	285	310	273	🔴	⬇	-	-	-	-
Number of C&F assessments completed	291	317	400	309	425	283	292	274	🔴	⬇	-	-	-	-
Number of children with Child in Need Plan (not CWD)	690	538	535	639	524	493	467	-		-	-	-	-	-
Number of children with Child in Need Plan (CWD)	268	243	222	209	203	226	208	-		-	-	-	-	-
Number of children subject to CP Plan at end of month	389	301	315	347	355	351	345	295	🔴	⬆	-	-	-	-
Rate of children subject to CP plans	79	61	64	70	72	71	70	60	🔴	⬆	-	-	-	-
Number of children in our care	554	545	539	505	517	518	510	495	🟠	⬆	497	640	10480	80850
Rate of children in our care per 10,000	112	111	109	102	105	105	103	100	🟠	⬆	96	100	53	67
Number of children open to the service (Assessment, CIN, CP, CLA, CL)	2444	2402	2425	2326	2304	2297	2266	-		-	-			

Recommended baseline data

Statutory Social work activity in comparison with statistical neighbours.

% audits graded good or outstanding for assessment & planning to >80%.

Rate per 1000 C&YP service serving custodial sentences.
Number C&YP being supported in the prevention service.
Number C&YP receiving statutory Youth Justice Interventions.
Number C&YP having three or more rounds of ROTH planning.
Rate per 10,000 first-time entrants to Youth Justice System.

Number of judicial challenge on age assessments.
% of age assessments are completed in timescales.

% partnership audits graded good or outstanding for quality of referral and decision making.

Rate per 10,000 EHCP's.
School attendance of pupils with SEND.
Exclusions OF pupils with SEND.

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Priority 1:

Ensure that children get the right support at the right time, meeting need early, reducing demand and spend on statutory services

Service Area	Action	Outcome	By April 2025 we will have: (How we will know we are making a difference?)
Children & Families First	Ensure that families are directed into early help services & away from statutory social work intervention when it is appropriate & safe to do so.	Families get proactive strengths-based support & only receive statutory SW intervention when absolutely necessary.	Statutory Social work activity is consistent with statistical neighbours.
Safeguarding	The CRS will respond in a skilled & timely way to referrals.	Children in need of help & protection will benefit from accurate risk assessments & robust risk management plans.	Increased number of CRS audits graded good or outstanding for assessment & planning to >80%.
Young People	To maintain, enhance & build capacity within preventative services, with the aim of reducing demand for statutory social work & youth justice involvement, by building resilience within young people, families & the local system.	To reduce impact of exploitation, enable learning & maintain positive family relationships. Within this priority reducing disproportionality in the criminal justice system & in school exclusions is a focus.	20% more C&YP being supported in the prevention service.
Pathways through care & resources	Development of a UASC Service to ensure specialised provisions in place. Delivery of bespoke training to develop team confidence to assess vulnerabilities, undertake age assessments, & understand C&YP's health & therapeutic needs.	UASC receive appropriate support & intervention in respect to their accommodation, health & educational needs. Merton compliance age assessments are completed in a timely way.	We will have agreed and implement KPI's to demonstrate age assessments are completed in timescales.
Quality Assurance	Increase partnership awareness of and confidence in applying local thresholds.	Children & families will benefit from proportionate responses to their level of need.	Embedded regular partnership audits; with >80% graded good or outstanding for quality of referral and decision making.
SEND	Develop a mechanism that enables schools to access earlier in a C/YP educational journey, leading to a system where schools are jointly accountable for the High Needs Budgets, & children's needs are met sooner.	More children with SEND will have their needs met without the need for an Education, Health and Care Plan. The child & parent experience will be improved.	Improvement in attendance for pupils with SEND.

Priority 2: Develop strong, safe and vibrant localities where families can receive the help they need and practitioners can share their knowledge and expertise

Demand and activity (How much are we doing?)

Indicator	Jul-22	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Target	RAG	Direction of travel	So'ton 21/22	Statistical Neighbours	South East	England
Percentage of re-referrals within 12 months	26%	25%	28%	27%	25%	35%	26%	23%	🟡	⬆	27%	21%	26%	21%
Percentage of referrals leading to NFA	1%	5%	8%	7%	5%	8%	9%	-	-	-	-	-	-	-
Percentage of children subject to 2nd or more CP plan	28%	32%	32%	33%	34%	33%	33%	24%	🔴	➡	24%	24%	24%	23%
Percentage of children subject to child protection plans with recent core group held in time	79%	76%	78%	77%	85%	83%	65%	95%	🔴	⬇	-	-	-	-

Referral source (%)
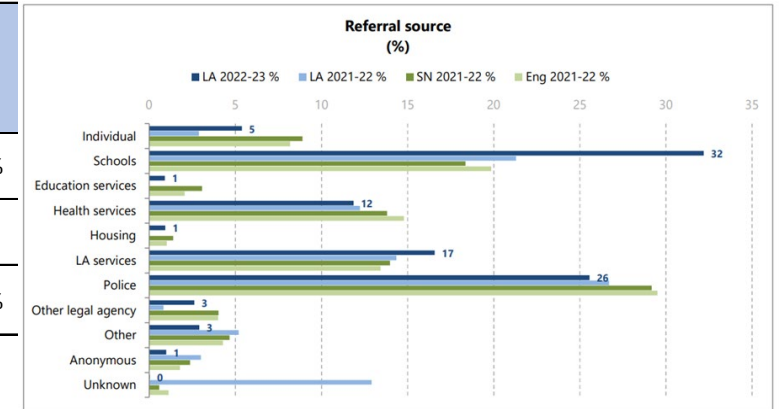
	Baseline data	
Number of parents attending groups at family hubs.	Timeliness of health assessments & dental checks for C&YP. C&YP participating in SVU & CL forums.
% of children from mixed ethnicity backgrounds to a level that is representative of their % of the City's population of children as a whole.	Number of 'high need' localities with data profiles.
Referrals to statutory social work services from schools involved in TAS.	Number of referrals to CWD.

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Priority 2: Develop strong, safe and vibrant localities where families can receive the help they need and practitioners can share their knowledge and expertise

Service Area	Action	Outcome	By April 2025 we will have: (How we will know we are making a difference?)
Children & Families First	Continue to develop family hub services in the City in line with the DLUC programme guide. Increase footfall into Family Hubs.	More parents will understand what services are available in their local hub.	Increased the number of parents attending groups by 20%.
Safeguarding	Disproportionality	Children & families from BAME backgrounds will receive a service where the needs of their communities have been more fully explored.	Reduce the % of children from mixed ethnicity backgrounds to a level that is representative of their % of the City's population of children as a whole.
Young People	To maintain 3 Team Around the School Partnerships with the aim of improving coordination and communication between locality services to provide a local response to the school community's needs.	Effective local partnerships which are dealing with needs earlier & more effectively reducing the need for statutory social work intervention. Enhanced communication & relationships through the development of a smaller consistent network of named professionals working with each of TAS Partnerships. Each TAS partnership to have dynamic SMART Action Plans to tackle local needs & risks.	15% reduction of referrals to statutory social work services from schools involved in TAS.
Pathways through care & resources	Develop & improve relationships with support organisations, including health partners. Implement drop in hubs for care leavers, support groups for foster carers & provide consistent approaches to our practice.	Improved access to local services & support for our C&YP, to include improved timeliness of health assessments & dental checks. Increased participation events for C&YP. Skilled Foster carers that feel supported to care for our C&YP.	Improve timeliness in health assessments & dental checks for &YP. Increase C&YP participating in SVU & CL forums.
Quality Assurance	Develop more sophisticated data focused on the needs of communities across Southampton.	There will be a better partnership understand of the levels and types of need within specific localities in Southampton.	Each locality identified as 'high need' will have its own data profile that is updated every six months.
SEND	Deliver a consistent consultation model from Jigsaw (CWD) to Children & Families First.	Staff in C&FF will have more knowledge & expertise is supporting families of children with SEND, reducing the need for referral to specialist services. Families will therefore receive support sooner.	Reduction in referrals to CWD.

Priority 3: Support children to remain within, or return to, their birth families, seeking out and reuniting family members, reducing care costs and freeing up placements for other children.

Demand and activity (How much are we doing?)

Indicator	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Target	RAG	Direction of travel
Number of children in our care	554	551	548	552	543	543	553	545	539	505	517	518	510	495	🟠	⬆
Rate of children in our care per 10,000	112	112	111	112	113	110	112	111	109	102	105	105	103	100	🟠	⬆
Number of new CLA in month		14	11	17	24	16	23	19	14	3	31	17	10			
Number of new CLA in month who are UASC		3	3	5	6	3	4	4	5	1	2	2	2			
Number of Ceased CLA in the month excluding UASC		18	13	12	18	27	10	23	18	34	15	18	13			
Percentage of CLA ceased in the month - adopted		28	0	23	0	19	0	22	0	24	5	5	33			
Percentage of CLA ceased in the month - CAO or SGO		6	31	31	16	19	42	22	15	19	26	21	13			
Percentage of CLA ceased in the month - returned home as part of care planning		0	31	0	63	19	0	7	25	24	16	26	20			
Number of CLA placed with parents at the end of the month		50	59	59	52	46	48	48	48	42	48	44	39			
Number of CLA placed in Connected Carer placements at the end of the month		67	63	59	64	61	60	56	59	54	52	50	47			

Baseline data

Audit activity - completion level of cultural genograms.

Number of YP supported by YPS who enter care & remain in care for longer than 21 days.

Placement costs, where care orders are discharged, & the impact on our children in care figures.

IRO case notes evidencing oversight.

% use of specialist residential settings.

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Priority 3: Support children to remain within, or return to, their birth families, seeking out and reuniting family members, reducing care costs and freeing up placements for other children.

Service Area	Action	Outcome	By April 2025 we will have: (How we will know we are making a difference?)
Children & Families First	Ensure that all assessments & subsequent planning includes pro-active & creative seeking of support available from the widest network possible (including non-resident parents) & not over-rely on immediate family members.	Family support plans include everyone significant in the child's network to support the family.	50% of families open to Children & Families First have cultural genograms on file.
Safeguarding	Cultural Genograms will be promoted as part of systemic practice within the SWF teams. Service Leads Panel and Legal Planning meeting will be rigorous in their expectations of Cultural Genograms, Reflecting Teams and Family Group Conferences being maximised in Social Work Practice to keep families together.	The safeguarding teams will work creatively and use resources effectively to prioritize children's permanence being within their birth family whenever achievable.	Audit activity will demonstrate increase in completion of cultural genograms.
Young People	To enable C&YP to successfully and safely live within their family and friend's network.	There is a significant increase in the confidence in the local criminal justice system to use Intensive Support & Supervision (ISS) as an alternative to custody. Safe family solutions are created & enabled for young people impacted by either criminal or sexual exploitation.	There are no young people supported by YPS who enter care & remain in care for longer than 21 days.
Pathways through care & resources	Permanency planning & tracking to be reviewed monthly; consider reunification for all children as part of this process with an aim to assess family members & other naturally connected people known to the child.	Children's permanence plans are regularly reviewed to consider possibilities of children returning to their family or naturally connected people. Where these are identified, clear plans to be developed & timescales for assessment & reunification.	Potential reduction in placement costs, where care orders are discharged, we will see a reduction in our children in care figures.
Quality Assurance	IROs will ensure that where there is a plan for reunification or step across, children's care plans are tracked robustly.	Children's care plans will be progressed more swiftly as a result of more effective management oversight.	IRO case notes will evidence oversight.
SEND	Recruitment &/or development of specialist foster carers for children with complex needs.	More children with SEND will be placed within family homes.	Reduction in use of specialist residential settings.

Priority 4: Promote permanence and placement stability, creating strong forever families and reducing increasingly costly alternatives

Demand and activity (How much are we doing?)

Indicator	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Target	RAG	Direction of travel
Number of children in our care	554	551	548	552	543	543	553	545	539	505	517	518	510	495	🟡	⬆
Percentage of CLA at end of month with 3 or more placements during the year		19	18	18	17	16	15	15	14	15	15	14	16	12	🔴	⬇
Number of CLA placed in IFA placements as at the end of the month		126	126	131	131	134	136	137	139	140	144	146	151	100	🔴	⬇
Percentage of CLA placed in IFA placements as at the end of the month		22	22	23	23	24	24	24	25	27	27	27	29			
Number of CLA placed in Residential placements including semi-independent		66	66	66	71	73	74	71	75	71	70	70	75	60	🔴	⬇
Number of CLA placed in residential - Independent Sector	49	47	46	44	43	42	42	43	42	42	43	43	42	41	🟡	⬆
Percentage of CLA placed in Residential placements - independent sector		9	8	8	8	8	8	8	8	8	8	8	8			
Number of CLA placed in unregulated/ unregistered settings at the end of the month		23	23	26	30	30	31	29	33	30	30	36	42	20	🔴	⬇
Percentage of CLA placed in unregulated/ unregistered settings at the end of the month		4	4	5	5	6	6	5	6	6	6	7	8			
Number of CLA placed for adoption at period end		45	45	41	42	36	36	30	30	20	19	19	13			
Number of children placed with SCC foster carers (including connected carers)		241	229	229	232	224	228	230	214	202	206	203	190	285	🔴	⬇
Percentage of children placed with SCC foster carers (including connected carers)		44	42	41	42	41	41	42	40	40	40	39	37			

Baseline data

Group activity family hubs that focus on the first 1001 days.

Annual private fostering audit.

% of 7–13-year-olds entering care as a result of the BIT hubs refocus on this area of Edge of Care Work.

Initial enquiries data, applications, assessments & overall number of fostering households.

Placement moves, number of children matched to their carers, crisis intervention, & children being moved in a planned way.

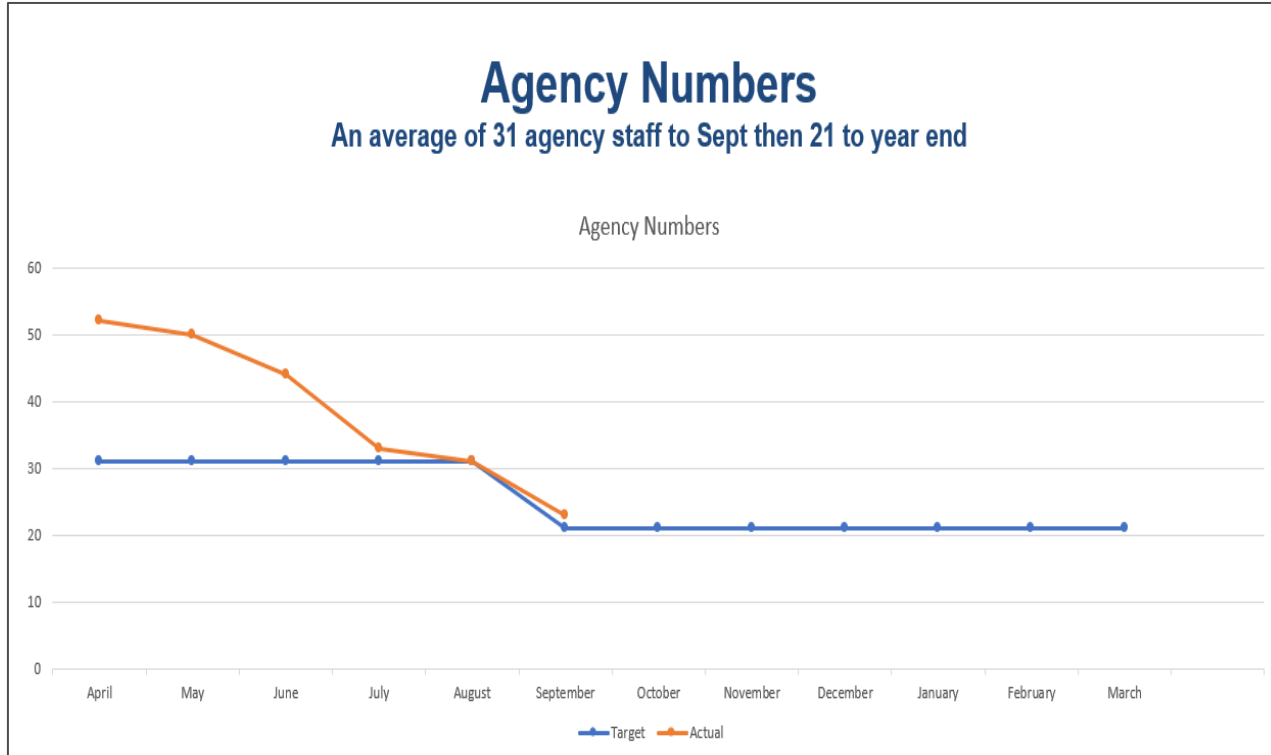Number of family & placement breakdowns.

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Priority 4: Promote permanence and placement stability, creating strong forever families and reducing increasingly costly alternatives

Service Area	Action	Outcome	By April 2025 we will have: (How we will know we are making a difference?)
Children & Families First	Promote opportunities for early attachment and support for families before issues escalate to increase resilience & reduce the need for more costly intervention later in life through our family hub programme of support.	Increase the breadth & range of evidence-based group work. Families would have more opportunities to develop positive attachment & attunement with babies.	10% increase in group activity family hubs focusing on the first 1001 days.
Safeguarding	Private Fostering SWF will identify Private Fostering champions who will develop expertise in working with children who are privately fostered. These workers will work closely with the Connected Carers Team, who will be directly supporting the Private Foster Carers.	Safeguarding teams will build protective & sustainable systems around children who cannot safely live with their parents. Social workers will build strong committed relationships with carers & their support networks at the earliest opportunity to achieve stability.	Annual private fostering audit, Target - good or outstanding in 90% of cases.
Young People	Development of Intensive Support Service within ICAS to enable increased placement support resulting increased foster care placement stability. ICAS to embolise recourses to support reunifications from care. BIT hub refocusing resources to provide intensive support as an edge of care service offer to children aged 7 to 13.	Less children entering residential care as result of foster placements being more resilient due to intensive support being available when needed. Less children in care due to effective support and coordination of reunifications resulting in more placement choice. The BIT hub's focus on providing intensive for support families with children aged 7 –13 where there is a risk of entry to care.	35% per annum reduction in 7–13-year-olds entering care as a result of the BIT hubs refocus on this area of Edge of Care Work.
Pathways through care & resources	Implement a recruitment & retention strategy for foster carers, review finance packages & skill level expectations.	Increased number of Foster carers households. Carer support & early intervention for Carers will stabilise the placement for C&YP.	Overall increase of number of fostering households.
Quality Assurance	IRO's quality assure that the child's needs are matched & met within their placement & ensure permanency is achieved. IRO's to ensure there is a clear contingency plan for placement disruptions.	Children experience stable placements & reduced placement breakdowns, through increased number of children matched to their carers, less crisis intervention & children being moved in a planned way.	Reduced placement moves.
SEND	Review of specialist short breaks.	Enhanced offer of Short Breaks for C/YP with disabilities and complex needs, including weekend, holiday and overnights.	Reduction in family and placement breakdown.

Priority 5:

Build a permanent, stable, energised workforce, increasing consistency for children and reducing agency spend

Agency Numbers
An average of 31 agency staff to Sept then 21 to year end

Agency Numbers

Target — Actual

Baseline data
Systemic supervision sessions per year.
Evidence of group reflective supervision been delivered by managers, this could be measured via audit activity.
Number of YPS team will be undertaking the accredited Systemic Practitioner Training. % of YPS Staff turnover. % of posts occupied by permanently employed workers. Caseload numbers for practitioners in YJS and YPS.
KPI's. % of PTC Staff turnover. Audit outcomes. Feedback from YP.
% of ASYE retained after first 12 months
% of SEND staff turnover.

Priority 5: Build a permanent, stable, energised workforce, increasing consistency for children and reducing agency spend

Service Area	Action	Outcome	By April 2025 we will have: (How we will know we are making a difference?)
Children & Families First	Continue journey of embedding systemic practice within the teams while maintaining 90% permanent workforce and 0% agency use.	Each team receiving group systemic supervision monthly & systemic consultation being available to all staff. Practise would be systemically informed & strengths based.	Each team having 12 systemic supervision sessions per year.
Safeguarding	Retention & succession plan.	We will invest in our workforce, promoting CPD at every opportunity. We will provide a working culture that listens to our staff, so that every employee feels valued, respected & part of the Southampton family.	Evidence of group reflective supervision been delivered by 90% of the managers, this would be measured via audit activity.
Young People	To evaluate the effectiveness of the Young People's Service against national best practice & statistical neighbours, ensuring the service has sufficient capacity & expertise to respond to local demand & complexity.	YPS is consistently meeting performance targets. Caseloads are at a manageable level. YP have a coordinated & effective small team of professionals meeting their needs & keeping them safe. Systemic Practice is embedded across the service and is explicitly evident in the case work and supervision within the service. Case Holding by otherwise qualified members of staff will be embedded & evaluated.	Staff turnover will have reduced by 50%.
Pathways through care & resources	Develop a performance management culture with shared vision & goals. Practice & policy development, to support guidance. Provide training & learning opportunities to develop confidence in workforce.	Improved quality of care plans, life story work & supervision. A more confident & stable workforce that specialises in children in care, care leavers & fostering, will deliver consistent practise, direct work & intervention with children & their carer, promoting positive outcomes. Confident & skilled practitioners in their field of work.	Reduction in staff turnover.
Quality Assurance	Embed extended two-year ASYE 'make the difference' graduate programme, which incorporates additional support & case load monitoring for those in their first-year post ASYE	Social workers will be more likely to stay in Southampton and deliver good practice; so, children will benefit from long lasting and effective relationships.	Retention of social workers past their 12-month official ASYE term will increase.
SEND	Development of SEND Career Pathway.	Increased retention of staff from bespoke career programme offer.	Reduction in staff turnover.

Priority 6:

Embed our practice framework and practice standards across the whole service, doing the basics brilliantly and being ambitious in our practice expectations

Demand and activity (How much we are doing)

% of Audits graded Good or Outstanding

Audits completed since January 2023

Baseline data

Measure on the PowerBi dashboard & all relevant service KPI's will be met.
Increase in direct work with families.
Number of child protection plans. Engagement & outcomes for families. Increased direct work with families.
% of ROTH conferences about peer groups/places/spaces % of YP having 3+ rounds of ROTH planning. % of C&YP have high risk CERAFs. % of missing episodes per annum. % of C&YP have 3+ missing episodes in 90 days.
Feedback from C&YP & team around them. Feedback from FC Annual reviews. Audit activity will show increase in 'good' & 'outstanding' grading.
% of appropriate cases audited will evidence application of the Family Safeguarding Model
Audit activity will demonstrate consistently high-quality direct work & the views of the C&YP.

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Priority 6: Embed our practice framework and practice standards across the whole service, doing the basics brilliantly and being ambitious in our practice expectations

Service Area	Action	Outcome	By April 2025 we will have: (How we will know we are making a difference)
Children & Families First	Achieve compliance with assessments, visiting & supervision expectations. Clinical Leads in strategic places.	Families needs are understood in a timely way. Staff are able to build positive relationships with C&F. Robust management oversight of risk & plans.	We measure on the PowerBi dashboard & all relevant service KPI's will be met.
Safeguarding	Family Safeguarding Model. The SWF workforce will be trained in FSG & Motivational interviewing to deliver family safeguarding work, working in a relational way promoting systemic practise with families, using solution focused intervention.	The FSM will be implemented by June 2024. We will see a reduction in children coming into SCC care, more sustainable outcomes leading to a reduction in repeat CP plans, positive feedback from parents about the model supporting them achieve change & keep their children safer.	Increase in direct work with families.
Young People	To establish national best practice in managing risks outside the home & significant harm for vulnerable adolescents. Within this priority there will be focus on making places & spaces across the city safer & managing safety for peer groups, as well as individual YP.	Increased number of ROTH conferences, responding to risk connected to, peer groups, places & spaces across the city. New missing pod to support reduction in number of missing episodes. The needs of vulnerable adolescents will be responded to with a coherent approach.	25% of ROTH conferences will be about peer groups/places/spaces, rather than individual YP.
Pathways through care & resources	Reflective teams to be widely embedded to build on practice, ensuring a consistent approach is delivered across the services.	Meaningful relationships with C&YP and Carers. Confident & skilled practitioners in their field of work. Confident use of systemic approaches.	Audit activity will show increase in 'good' & 'outstanding' grading.
Quality Assurance	Child protection conference chairs will act as system leaders for Family Safeguarding Model implementation.	Core groups will be supported to apply the FSM principles to their work with children who meet the child protection threshold.	Application of the FSM will be evident in >80% of appropriate cases audited.
SEND	Support wider service knowledge of responsibilities & best practice. Voice of child – best practice in Jigsaw.	Teams across children's services will record outstanding direct work & skills in eliciting the child's voice.	Audit activity will demonstrate consistently high-quality direct work.

Service Delivery Plans

Safeguarding

Priorities	Action	Additional detail
Priority 1: Right Service, Right Time	The CRS will respond in a skilled & timely way to referrals.	
Priority 2: Localities	Disproportionality	
Priority 3: Reunification	Cultural Genograms will be promoted as part of systemic practice within the SWF teams.	Service Leads Panel and Legal Planning meeting will be rigorous in their expectations of Cultural Genograms, Reflecting Teams and Family Group Conferences being maximised in Social Work Practice to keep families together.
Priority 4: Permanence and stability	Private Fostering	SWF will identify Private Fostering champions who will develop expertise in working with children who are privately fostered. These workers will work closely with the Connected Carers Team, who will be directly supporting the Private Foster Carers.
Priority 5: Recruitment and Retention	Retention and succession plan	We will invest in our workforce, promoting CPD at every opportunity. We will provide a working culture that listens to our staff, so that every employee feels valued, respected & part of the Southampton family.
Priority 6: Practice Framework	Family Safeguarding Model	The leadership & management team will provide a High support/ High Challenge culture to support social workers successfully meet our practice standards. We will work in a relational way to promote systemic practice in our day-to-day work with families, partner agencies & each other, using solution focused intervention. Improved engagement & outcomes for families. Reduction in child protection plans.

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Young People

Priorities	Action	Additional detail
Priority 1: Right Service, Right Time	To maintain, enhance & build capacity within preventative services, with the aim of reducing demand for statutory social work & youth justice involvement, by building resilience within young people, families & the local system.	25% less C&YP service serving custodial sentences. 10% less C&YP receiving statutory Youth Justice Interventions. 25% less C&YP having three or more rounds of ROTH planning. 5% decrease of first-time entrants to Youth Justice System.
Priority 2: Localities	To maintain 3 Team Around the School Partnerships with the aim of improving coordination and communication between locality services to provide a local response to the school community's needs.	15% reduction of referrals to statutory social work services from schools involved in TAS.
Priority 3: Reunification	To enable C&YP to successfully and safely live within their family and friend's network.	YP are extensively supported & enabled to live within their family or their family & friends' network. There will be no more than 2 young people per annum who enter care as a result of being remanded to custody.
Priority 4: Permanence and stability	Development of Intensive Support Service within ICAS to enable increased placement support resulting increased foster care placement stability. ICAS to embolise recourses to support reunifications from care. BIT hub refocusing resources to provide intensive support as an edge of care service offer to children aged 7 to 13.	Measures - 20% reduction of children entering residential care per annum as a result of foster care disruption. 2.5% reduction in the number Children of Care as result of an effective approach to reunifications from care.
Priority 5: Recruitment and Retention	To evaluate the effectiveness of the Young People's Service against national best practice & statistical neighbours, ensuring the service has sufficient capacity & expertise to respond to local demand & complexity. The high volume of demand & complexity in the city is responded to in a considered, creative & structured way. With evidence-based practice & reflective supervision at the heart of every response.	Measures - 2 of YPS team will be undertaking the accredited Systemic Practitioner Training. Staff turnover will have reduced by 50%. 100% of posts will be occupied by permanently employed workers. Caseloads do not exceed 12 for practitioners in YJS and YPS.
Priority 6: Practice Framework	To establish national best practice in managing risks outside the home & significant harm for vulnerable adolescents. Within this priority there will be focus on making places & spaces across the city safer & managing safety for peer groups as well as individual young people. Development of a Missing Pod, aiming to reduce number of missing episodes as a result of more focused support.	To have coherent approach to responding to the needs of vulnerable adolescents & ensure clear interconnectivity between ROTH, Systemic Practice & Focused Deterrent. Measures - 25% less YP having 3+ rounds of ROTH planning. 10% less C&YP have high risk CERAFs. 15% less missing episodes per annum. 20% less C&YP have 3+ missing episodes in 90 days.

Pathways Through Care & Resources

Priorities	Action	Additional detail
Priority 1: Right Service, Right Time	Development of a UASC Service to ensure specialised provisions in place. Delivery of bespoke training to develop team confidence to assess vulnerabilities, undertake age assessments, & understand C&YP's health & therapeutic needs.	PTC will have an established UASC team who are specialised in working with this cohort of YP to achieve positive outcomes & stability in their life. Measure - Reduced number of judicial challenge on age assessments.
Priority 2: Localities	Develop & improve relationships with support organisations. Implement drop in hubs for care leavers, support groups for foster carers & provide consistent approaches to our practice.	Collaborative joint working with partner agencies. Proactive participation service that provides opportunities for our C&YP to share their experiences in order to improve service delivery. Clear & consistent approaches within the fostering service. Carers feel well supported & are provided with opportunities to develop their knowledge & skills. YP & Foster Carers feedback & increased FC participation at FC forums.
Priority 3: Reunification	Permanency planning & tracking to be reviewed monthly; consider reunification for all children as part of this process with an aim to assess family members & other naturally connected people known to the child.	Children's permanence plans are regularly reviewed to consider possibilities of children returning to their family or naturally connected people. Where these are identified, clear plans to be developed & timescales for assessment & reunification. Reunification tracker to identify number of children successfully returning to the care of their wider network.
Priority 4: Permanence and stability	Implement a recruitment & retention strategy for foster carers, review finance packages & skill level expectations. Weekly placement stability meetings to reduce placement breakdowns, stabilise placements by providing early intervention to support carers & reducing the number of placement moves. Review children's referral forms to ensure appropriate identification & matching. Work collaboratively across PTC, Fostering & Placement team.	Increase number of Foster carers households, create bespoke advertising campaigns & update fostering policies to ensure financial packages & fostering support are implemented as part of the retention strategy. We will have active fostering households, placement sufficiency, standardised payment structure & skill levels. Carers are provided with a bespoke package of support & early intervention to stabilise the placement. Embedded practise around learning from placement breakdown to inform future stability for the child. Measure - Improved data on initial enquiries, applications & assessments.
Priority 5: Recruitment and Retention	Development of practice & policies, to support the workforce in their day-to-day work. Develop a performance management culture with shared vision & goals.	Embed annual team away days to support staff stability & a learning environment; providing training to develop confidence in workforce, to deliver direct work & intervention to children & their carer to promote positive outcomes. Alongside, improving quality of care plans, life story work & supervision recording. Measure - Improved KPI's, improved outcomes & feedback from YP.
Priority 6: Practice Framework	Reflective teams to be widely embedded to build on practice, ensuring a consistent approach is delivered across the services.	Embedded use of reflective teams to develop knowledge & skills. Opportunities for collaborative thinking & learning. Measure - Feedback from C&YP & team around them & feedback from FC Annual reviews.

SEND

Priorities	Action	Additional detail
Priority 1: Right Service, Right Time	The SEND Team is developing, alongside schools & key stakeholders, a mechanism that enables schools to access earlier in a C/YP educational journey, leading to a system where schools are jointly accountable for the High Needs Budgets, & children's needs are met sooner.	Measures - Reduction in EHCP's. Reduction in exclusions for pupils with SEND.
Priority 2: Localities	Deliver a consistent consultation model from Jigsaw (CWD) to Children & Families First.	Measures - Increase in staff confidence in support parents of C&YP with SEND. Families will report higher level of confidence in targeted services.
Priority 3: Reunification	Recruitment &/or development of specialist foster carers for children with complex needs.	
Priority 4: Permanence and stability	Review of specialist short breaks.	
Priority 5: Recruitment and Retention	Development of SEND career pathway.	Staff appointed to the SEND Team will have opportunities to follow a bespoke career programme, enabling them opportunities to develop specialisms, increasing their opportunities to progress.
Priority 6: Practice Framework	Support wider service knowledge of responsibilities & best practice.	Voice of child – best practice in Jigsaw.