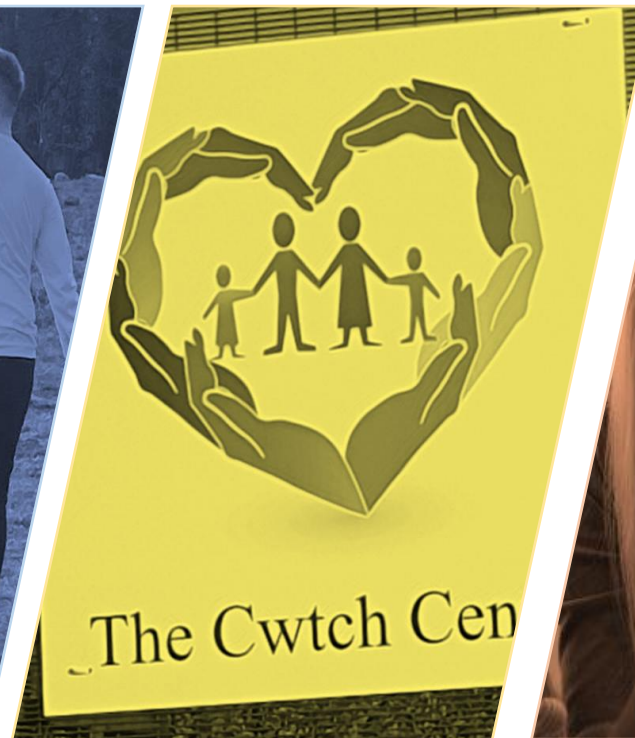


# Children & Young People Services Annual Service Plan 2017-22



**2021/22 Edition**

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## Cabinet Member(s) and Head of Service



**Councillor Paul Cockeram**  
Cabinet Member for  
Social Services



**Sally Ann Jenkins**  
Head of Children and  
Young People Services

# Introduction

The Well-being for Future Generations (Wales) Act 2015 requires all public sector bodies to set Well-being objectives in their Corporate Plans. Newport City Council's Corporate Plan 2017-22 has set four Well-being objectives that supports the delivery of the One Newport Public Services Board 'Wellbeing Plan' and also Wales' Well-being Goals:






**Well-being Objective 1** – To improve skills, education and employment opportunities

**Well-being Objective 2** – To promote economic growth and regeneration whilst protecting the environment

**Well-being Objective 3** – To enable people to be healthy, independent and resilient

**Well-being Objective 4** – To build cohesive and sustainable communities

To support the delivery of the Well-being Objectives the Council's service areas have set a five year service plan which outlines their objectives, actions, performance measures and risks to delivering the Corporate Plan. Each of these objectives and actions also support the Well-being Act's sustainable development and five principles:

Long term		The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.
Prevention		How acting to prevent problems occurring or getting worse, may help public bodies meet their objectives.
Integration		Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.
Collaboration		Acting in collaboration with any other person (or different parts of the body itself) that could help the body to meet its well-being objectives.
Involvement		The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area, which the body serves.

## Newport City Council Statutory Duties

In the delivery of Council services, there are different legislative and statutory requirements for the Council to comply with. The key statutory duties include but is not exhaustive:

Well-being for Future Generations Act

Social Services and Wellbeing Act 2014

Local Government & Elections (Wales) Act 2021

Equalities Act including Socio Economic Duty

Welsh Language Act

Data Protection Act 2018 and Freedom of Information Act 2001

Modern Slavery Act 2015

Counter Terrorism and Security Act 2015

### **Overview of Children & Young People Services**

Children & Young People Services purpose is *“To promote and safeguard the wellbeing of children and young people within their families and where this is not possible, to provide good quality alternative care”*.

The challenges faced by children’s social care prior to the pandemic included the immense day to day pressure on front line social workers who are working with children and families who are at considerable risk, societal pressures linked to public perceptions of risk and perceived failings, the volume of need and handling the expectations and fears of the public and other agencies, managing changing expectations from CIW, significantly increasing demands on social workers from the judiciary, finding suitable placements for children with complex needs and challenging behaviour, managing budget pressures particularly those arising from placement costs as well as balancing emerging evidence in practice developments and changes in guidance, regulation and requirements. All of these challenges have been compounded by the significant impact on children and families of the pandemic. Illness, bereavement, lockdown including school closures and the suspending of all usual activities for children, the loss of time with friends and family and the changes in family income have in the short term had both negative and positive consequences for children while the medium and long term effects will inevitably take time to fully emerge. For Children’s Services staff the personal implications of the pandemic for all have been immense. Rapid changes in working practices have had to be embedded and embraced while acknowledging the personal impact of the changes for all.

The key factors for our services have not changed. Fundamental to all our work is firstly to support children to remain safely with their families. Our emphasis on preventative services alongside support for families to explore their strengths and meet the needs of their children is crucial in meeting this first outcome. Secondly when children are in our care and leave our care we must do everything to support them to ensure positive outcomes. Children and families deserve services that are truly holistic and recognise the multifaceted nature of families lives. In order to ensure we can work to meet this need partnership underpins our service. We work with families and a broad range of agencies to meet our stated outcomes and to offer the best possible services.

Over the coming year we will look to develop and enhance all elements of Children’s Services to safely reduce the numbers of children being looked after while ensuring that those who are looked after have effective and nurturing placements which promote aspiration into adulthood. The added challenges of recovery and managing the necessary changes brought about by Covid 19 have not changed our underpinning drivers.

Children & Young People Services provides a range of services to children and families requiring care and support. All our teams continued to deliver services throughout the period of lockdown. Welsh Government issued additional guidance for the operation of Children’s Services while regionally the LAs worked

together to a shared approach across Gwent with regular review as the situation has changed. As with all service areas Children's Services have used the structures of the LA including Gold to raise issues and highlight challenges.

**Operations** – These teams undertake first point of contact work for referrals from the public and other agencies. They undertake assessments, multi-agency plans strategy meetings and conferences, initiate care proceedings, court processes and other activities. The core teams in this area include Newport Safeguarding Hub, Child Protection and Children requiring Care and Support teams, Family and Friends Team, Mentoring Assessment and Consultancy, Disabled Children's Team, Pathway Teams and Youth Justice Team.

**Placement resources for our Looked after Children** – The teams provide the direct care for children who live in residential homes, in-house fostering services, out of county placements, promoting educational achievement, training and therapeutic support for emotional and mental wellbeing. The core teams in this area include Residential Services, Fostering Team, and the Family and Friends Team.

**Family Support Services** - The teams provide a range of evidence based, outcome focussed interventions designed to reduce risk in families, improve resilience and avoid the need for more acute services. They work with the frontline social work teams to prevent children coming into the care system unless it is absolutely necessary. They support families when children are being rehabilitated to the care of their birth families and provide court ordered supervised contact as well as certain key programmes requested by the courts. The teams involved are the Family Support team; Cwtch Service and Prevention Services.

**Safeguarding** – The Safeguarding team is responsible for ensuring that all vulnerable children are protected and that where there is evidence that a child is at risk or harm that effective processes are in place to make an assessment, investigate and take action if necessary. The Safeguarding team collaborates with other social care providers, health board, police, education, probation and other organisations both internal and external) through the South East Wales Safeguarding Children s Board.

The Children's Services plan needs to be read in conjunction with the Children's Services Commissioning Strategy, the Residential Strategy, the Corporate Safeguarding reports, the plans submitted to Welsh Government for the expectation of reduction in the numbers of children who are looked after and the multi-agency action plan prepared after the December 2019 Joint Inspectorate Review of Child Protection Arrangements.

# Finance

The Council's budget for 2021/22 was agreed at [Council](#) on 3<sup>rd</sup> March 2021. In 2021/22 Children & Young People Services base revenue budget has been set as £26,743,000. As part of the Council's Medium Term Financial Planning, Children & Young People Services has identified savings to be achieved over the next four years. The following savings have been identified in the table below and further information can be [found here](#).

Savings area identified	Savings (£) 2021/22	Savings (£) 2022/23	Savings (£) 2023/24	Savings (£) 2024/25
Closure of Cambridge House as a Children's Home	£254,000	£85,000	£0	£0
Savings across Children services	£74,000	£0	£0	£0
Staffing	£35,000	£0	£0	£0
Reduction in Legal Costs	£20,000	£150,000	-	-

The budget investments for Children and Young People Services over the next four years are stated below and further information can be [found here](#).

Budget Investment areas	Investment (£) 2021/22	Investment (£) 2022/23	Investment (£) 2023/24	Investment (£) 2024/25
Potential loss of Integrated Care Fund (ICF) funding from March 2022 for statutory services	£0	To be Confirmed	£0	£0
Children Services Demand – Where no other suitable placement can be found locations such as Brynglas Bungalow, holiday cottages and caravans are used and staffed depending on the need(s) of the child. £200k is the predicted annual overspend.	£200,000	£0	£0	£0
Children Services Demand – Management of properties to accommodate young people (British and unaccompanied Asylum Seeking children).	£300,000	£0	£0	£0

## Capital Programme

Newport Council sets an extensive capital programme to deliver key infrastructure projects / schemes. The list of Capital schemes and projects for 2020/21 can be found [here](#).

# Workforce Planning

To support the delivery of the service plan it is important to have a workforce plan that focuses on the training and development of staff and to improve the resilience of teams to deliver change. Through collaboration with the Council's Human Resources team, the service area has identified the following actions to deliver in 2021/22.

Ref	Action	Reason(s)	Outcome(s)	Responsible Officer	Action Start Date	Anticipated Completion Date
1	Review and update outdated job descriptions and to genericise some key roles (where possible)	There are job roles and job descriptions in Children & Young People Services that are outdated and need to be updated to reflect current roles and responsibilities.	Provide consistency of job roles and responsibilities across Children and Young People Services.	Head of Service and all Service Managers	1 <sup>st</sup> April 2021	30 <sup>th</sup> June 2021
2	Review the current recruitment strategy and implement new ways of advertising roles (including updated job adverts, social media and video adverts).	Children & Young People have historically found it difficult to recruit and retain staff. To make it more attractive to people the use of alternative methods can help broaden and attract a wider demographic for the service.	Working with HR and Senior Managers we will update current mechanisms to attract people to the service.	Head of Service and all Service Managers	1 <sup>st</sup> April 2021	30 <sup>th</sup> September 2021
3	Develop an expanded social work student scheme with consideration for the option of including support for the Open University route to social work qualification.	Children & Young People need to broaden options to make it easier and more flexible for staff obtain the necessary social work qualifications.	Work with training and Adult Services to review the existing course and consider expansion options.	Head of Service	1 <sup>st</sup> April 2021	30 <sup>th</sup> June 2021

# Programmes & Projects

To support the Corporate Plan and/or meet necessary statutory duties / legislative changes, service areas undertake programmes and projects. Below is a list of ongoing major change programmes and projects that are currently led by Children & Young People Services.

Programme / Project Name	Brief Programme / Project Description and how it supports the Corporate Plan.	Wellbeing Objective(s) supported	Corporate Theme(s)	Anticipated Programme / Project Completion Date
<b>Residential Children's Homes</b>	Increase the number of placements for children available in residential care in Newport by developing LA provision. In so doing children can be cared for locally and are more able to develop resilience and sustain their local connections. Ensuring we are aspirational in the care of our children is part of this ambition as well as promoting the best use of our resources. This links with regional developments and assists in providing support for children with the highest levels of vulnerability. The planned developments for the coming year are Rosedale home which is opening in March 2021, the proposals to develop the annexes at Rosedale and Windmill Farm.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2022/23
<b>Review of existing Children's Homes</b>	This project is a further development to improve the in house residential offer and ensure all provision is of suitable quality and offers care of the highest standard.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Unaccompanied Asylum Seeker Children (UASC)</b>	Newport and Cardiff LA's have agreed to support unaccompanied asylum seeking children from the National Transfer Scheme. We have the infrastructure to support these children/young people. In order to manage this process a team is being developed and consultation with stakeholders has commenced. There will be a need for a corporate strategy in response to meeting these children/young people's needs.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Child Protection Processes</b>	Following research undertaken by Barnardo's to review child protection processes and experiences in Newport a stakeholder group has been tasked with implementing the key learning outcomes to improve partnership approaches and outcomes for	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22



<b>Programme / Project Name</b>	<b>Brief Programme / Project Description and how it supports the Corporate Plan.</b>	<b>Wellbeing Objective(s) supported</b>	<b>Corporate Theme(s)</b>	<b>Anticipated Programme / Project Completion Date</b>
	professionals and families helping support children to remain within their families where safe to do so.			
<b>Rosedale Annexes</b>	There is currently an ICF expression of interest regarding Rosedale annexes with WG. This project would require planning permission and project management. Additional annexes would enable NCC to have sufficient emergency care and also allow the selling of placements across Gwent.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Proposed closure of Cambridge House</b>	To ensure the on-going quality and provision of high quality care. Cambridge House is no longer suitable for a children's home due to the location and state of repair.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Single Unified Safeguarding Review</b>	Lead on Welsh Government and Home Office project to ensure Domestic Homicide Reviews enhance practitioner learning and combine with adult/child practice reviews. Produce a single repository in Wales for all learning outcomes.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Regional Independent Domestic Violence Advocates (IDVA) service</b>	Outsource commissioning of the Regional IDVA service. Third sector consortia to manage and develop further the regional resource funded by VAWDASV Welsh Government grant and Police and Crime Commissioner Office.	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22
<b>Child Exploitation response model</b>	Newport is one of the leading Local Authorities in Wales delivering a response to exploitation through the implementation of a multi-agency strategy meeting model and Exploitation Toolkit which has now extended to all 5 Gwent Local Authorities. Building on this multi-agency approach we have recruited an Exploitation Social Work to provide direct support to tackle exploitation and improve outcomes for children and young people	Wellbeing Objective 3 - To enable people to be healthy, independent and resilient	Resilient Communities	Quarter 4 2021/22

# Objectives & Actions

To support the delivery of the Corporate Plan, Children & Young People Services has set 5 Objectives to deliver in 2021/22:

**Objective 1** – Deliver effective services to support children to safely remain with their families.

**Objective 2** – Improve outcomes for children in care and care leavers including a focus on safe reunification.

**Objective 3** – Ensure a range of placements are available for looked after children.

**Objective 4** – Prevent offending and re-offending by children and young people.

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>			
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Completion and implementation of Welsh Government action plan to work towards reducing the numbers of looked after children.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Head of Children & Young People Services (SJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
2	Explore sustainability options for the Early Intervention Project within the Preventions Team for post March 2021.	Funding for the continuity of this partnership project has been secured for 21/22. Awaiting written confirmation of funding from Office of the Police and Crime Commissioner.	Service Manager (CRP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
3	Develop a rapid response provision at the front door of	The Rapid response service has now commenced within the safeguarding HUB and is supporting families at the earliest	Service Manager (NP) Service Manager (DJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>			
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	Children's Services utilising the skill set in existing provision.	opportunity in an intense and immediate way through direct interventions aimed at helping keep families together. Reporting on outcomes is part of the model and this will be evaluated after the first years delivery.			
4	Work with the Pathway Service to support reunification of Children who are looked after (CLA) to family/friends.	The delivery of this action in will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention. Introduction of Lifelong Links across Pathway	Service Manager (NP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
5	Complete and deliver actions agreed in the post safeguarding joint inspection action plan	This action has been delayed by the pandemic and will be taken forward across a number of areas notably the development of the child exploitation protocol.	Head of Children & Young People Services (SJ)	1 <sup>st</sup> April 2020	30 <sup>th</sup> September 2021
6	The Public Law Working Group reform of Family Justice will be published in July 2020. Children's Services staff with legal colleagues will engage in the implementation strategy for the rollout of the changes	Publication was delayed until March 2021. This work will focus on Special Guardianship, Section 76, processes during the pre-proceedings period and Supervision Orders. Supporting children to safely remain with their families is the primary outcome with improved performance in the court arena as a secondary outcome.	Head of Children & Young People Services (SJ)	30th June 2020	31 <sup>st</sup> March 2022

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>			
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
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<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
7	To develop a sustainable model to deliver a consistent, coordinated, local and multi-agency response to all age safeguarding, early intervention and prevention at the front door of CS. This work will involve the consideration of systems, processes and resources of partner agencies to develop a model that reflects contributions from key agencies.	The delivery of all the actions in this section will support Children Services objective to reduce the number of looked after children and enable effective early intervention and prevention.	Service Manager (NP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
8	Future direction of travel for Early Intervention and Prevention services to be considered with alternative models of delivery explored	A qualitative and consistent approach to early support services is achieved across all Newport communities, incorporating a high standard of safeguarding practice and improved outcomes for families and children.	Service Manager (CRP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023
9	Pilot Project in the Llanwern cluster addressing school exclusions and its link to criminality and exploitation	To have local evidence to support a move towards system change and respond to children differently	Service Manager (CRP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2023

<b>Objective 1</b>		<b>Deliver effective services to support children to safely remain with their families</b>			
<b>Objective Outcome(s)</b>		Prevention and early intervention are key drivers in the Social Services Wellbeing Act (SSWA). Working with families with a strengths based model is an integral part of working in partnership with families to achieve their goals and ensure they build the resilience to support their children safely and meet their aspirations without access to specialist services. Focussing on these services is key to ensuring children are safe and happy and is integral to the overall work of safely reducing our looked after children numbers.			
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<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
10	National Referral Mechanism	Newport has recently been successful in a bid to host local decision making for National Referral Mechanism cases where children are being trafficked and or exploited. This will enable local agencies that understand the needs of young people in Gwent to make decisions on their behalf and ensure they get the appropriate support in a timely way.	Service Manager (DJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
11	Continue the work started with GDAS to base multiagency staff in frontline teams.		Service Manager (DJ)	1 <sup>st</sup> April 2020	31 <sup>st</sup> March 2022
12	Work with colleagues in legal services to develop an agreed set of checklists to improve shared approaches to pre proceedings, PLO, and legal meetings.		Service Manager (DJ)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
13	Monitor the effectiveness of Family Group Conferencing (FGC).		Service Manager (DJ)	1 <sup>st</sup> January 2020	31 <sup>st</sup> March 2022

<b>Objective 2</b>		<b>Improve outcomes for children in care and care leavers including a focus on safe reunification</b>			
<b>Objective Outcome(s)</b>		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children's Commissioner will underpin the actions.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Increased housing options for care leavers. Currently Newport has a limited range of choices for housing for care leavers especially with a range of suitable support. This action will seek to address this gap. Work has already commenced and will continue.	All actions in this section will contribute to improving outcomes for children in care and care leavers.	Service Manager (NP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
2	Continue to develop a range of options for CLA to engage in work experience and have the offer of a mentor.		Service Manager (NP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
3	Continue to work with the Pathway Service and stakeholders to ensure that all CLA are offered opportunities to develop independent living skills to ensure that young people transition into independent living successfully.		Service Manager (NP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
4	Work to the revised guidance for Corporate Parenting from Welsh Government (due in summer	Revised guidance has been delayed and will now be published during 2021.	Head of Childrens & Young People (SJ)	1 <sup>st</sup> June 2020	31 <sup>st</sup> March 2022

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	2020) with the Corporate Parenting Forum and potentially other partners to build understanding of shared responsibility.		Deputy Team Manager (JB)		
5	In light of the learning during lockdown we will review our existing arrangements for family time to improve the offer for children and families: i) To develop a comprehensive framework of all aspects of family time; Continue to deliver family time virtually as a positive for families.	Family Time (contact) has been successfully delivered during the pandemic with staff and families supported to ensure the service has continued despite lock down restrictions. A Policy for taking the delivery of the service forward is due to be completed with a focus on each individual child's needs being considered and met.	Service Manager (DJ)	1 <sup>st</sup> April 2021	31 <sup>st</sup> October 2021
6	The Institute of Public Care (IPC) and the Gwent Children and Families Partnership looked at various models of mental health care for children looked after with complex needs, and decided that the MyST model was the most effective to roll out across Gwent. This was agreed as a priority area, due to the poor		Service Manager (NP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022

<b>Objective 2</b>		<b>Improve outcomes for children in care and care leavers including a focus on safe reunification</b>			
<b>Objective Outcome(s)</b>		Children who become looked after and care leavers will have experienced significant early disadvantage and trauma. As children who are looked after they should benefit from corporate parenting which ensures they have access to good quality services to improve their life choices and ensure they are able to fulfil their potential. The key areas of home lives, education, health, leisure activities and transition to adulthood must be part of the corporate parenting agenda. As part of this objective supporting reunification where safe is an imperative. For care leavers Hidden Ambitions published by the Children’s Commissioner will underpin the actions.			
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	outcomes for this particular group and also the cost of private residential care. The team have now been appointed and the model will need to be embedded and supported by CS and other stakeholders.				



<b>Objective 3</b>		<b>Ensure a range of placements are available for looked after children</b>			
<b>Objective Outcome(s)</b>		Newport has a mix of in house residential services and externally commissioned services. Newport is in a very different position to most local authorities as it has 3 residential homes and 1 short breaks facility for children with disabilities. Even though Newport has in house residential resources and a good range of fostering placements there has been a need to also commission external residential and fostering provision. These placements are for a mix of children who have complex and challenging behaviours, risky behaviours and placements are children with significant disabilities. The dearth of placements has led to a very strong provider's market with generally poor outcomes for children. This work under this objective seeks to expand the in house placement provision and improve the quality of the placement offer.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 3</b> – To enable people to be healthy, independent and resilient.			
<b>What Corporate Theme(s) does this objective support?</b>		<b>Aspirational People Resilient Communities</b>			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Continue with the development of the residential provision (including Windmill Farm) across Newport in order to increase the number of children who can be cared for safely in Newport	Promote the return of Out of County foster children to Newport. These new homes will increase the number of placements available to Newport Children and also allow potential to 'sell' placements to other Gwent LA's.	Service Manager (JL)	1 <sup>st</sup> April 2019	31 <sup>st</sup> March 2022
4	To work with MyST and Fostering Team to develop a joint approach to supporting foster carers and children looked after.	This should prevent the breakdown of placements and increase the number of children in settled placements	Service Manager (JL)	1 <sup>st</sup> July 2020	31 <sup>st</sup> July 2021
5	To develop NCC's When I'm Ready (WIR) provision for care leavers and review the Supported Lodging (SL) provision to ensure consistency	An increase in appropriate WIR placements made. The support, policies and processes are in place are clear for all stakeholders. There is clarity in SL placements and supports.	Service Manager (JL)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022

<b>Objective 4</b>		<b>Prevent offending and re-offending by children and young people.</b>			
<b>Objective Outcome(s)</b>		The Youth Justice Service (YJS) is a partnership across a range of services within the Council and more widely with other agencies. The provision is laid out as key to preventing offending and re-offending by children and young people. The service offers a range of interventions and delivers against the requirements of the Youth Justice Board and the criminal justice system. The service manager for YJS and the Head of Children's Services with the Local Management Board are responsible for the delivery of the plan.			
<b>What Well-being Objective(s) does this objective support?</b>		<b>Well-being Objective 4</b> – To enable people to be healthy, independent and resilient			
<b>What Corporate Theme(s) does this objective support?</b>		Not Applicable			
<b>Action No.</b>	<b>Action Description</b>	<b>Action Outcome(s)</b>	<b>Action Owner</b>	<b>Action Start Date</b>	<b>Anticipated Completion Date</b>
1	Youth Justice Service to engage on local and national youth justice issues considering further service development in line with Welsh Government blueprint.	All of the action in this section work towards prevention of offending and re-offending.	Service Manager (CRP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
2	Further develop the support provided by the Youth Justice Service incorporating robust early intervention and prevention work; and future service transformation work.	Holistic and timely support is available to all children accessing the service from a multi-agency team, and built into their intervention plans.  Enhanced understanding of contextual risks impacting on the child.	Service Manager (CRP)	1 <sup>st</sup> April 2021	31 <sup>st</sup> March 2022
3	Build on work on Contextual harm and exploitation, safeguarding research, and embed new approaches to understanding, and responding to young people's experiences of significance	Lead worker on Contextual Safeguarding to undertake Community Assessments with key partners. Establish robust links across children's services to share learning and tools.	Service Manager (CRP)	1 <sup>st</sup> April 2019	31 <sup>st</sup> December 2021

# Performance Measures

Children and Young People Services performance measures are taken from the Welsh Government Social Services Performance Framework. No targets will be set for these measures in 2021/22. Previous years data for will be used as a 'comparator' to enable monitoring and reporting.

Performance Measure (National / Local / Management Information)	2021/22 Target	2020/21 Actual Performance	2019/20 Actual Performance	2018/19 Actual Performance
<b>National (NEW) CH/001</b> - The number of contacts for children received by statutory Social Services during the year.	Not Applicable	10,104	Not Available	Not Available
<b>National (NEW) CH/005b</b> - The number where physical punishment by a parent or carer was the only factor. <i>Note: Measure delayed due to Covid 19</i>	Not Applicable	144	Not Available	Not Available
<b>National (NEW) CH/009b</b> - The Active Offer of Welsh was accepted (During assessment)	Not Applicable	0	Not Available	Not Available
<b>National (NEW) CH/015</b> - The total number of children with a care and support plan at 31 <sup>st</sup> March.	Not Applicable	978	Not Available	Not Available
<b>National (NEW) CH/036</b> - The total number of children removed (de-registered) from the child protection register during the year	Not Applicable	148	Not Available	Not Available
<b>National CH/L01</b> - The total number of children registered on the child protection register in the last 12 months	Not Applicable	179	Not Available	Not Available
<b>National CH/026</b> - The total number of children on the child protection register at 31 <sup>st</sup> March.	Not Applicable	158	128	339
<b>National (NEW) CH/033</b> - The total number of reports of child exploitation received during the year <i>Note: Measure delayed due to Covid 19</i>	Not Applicable	62	Not Available	Not Available
<b>National (NEW) CH/037</b> - The number of children becoming looked after during the year	Not Applicable	91	Not Available	Not Available
<b>Local (NEW) CH/L002</b> - The Number of Children who Ceased being Looked After during the year	Not Applicable	92	Not Available	Not Available
<b>National CH/043</b> - The total number of children looked after at 31 <sup>st</sup> March who have experienced three or more placements during the year	Not Applicable	26	126	178

<b>Performance Measure</b> (National / Local / Management Information)	<b>2021/22 Target</b>	<b>2020/21 Actual Performance</b>	<b>2019/20 Actual Performance</b>	<b>2018/19 Actual Performance</b>
<b>National</b> <b>CH/045</b> - The total number of children who returned home during the year	Not Applicable	36	Not Available	Not Available
<b>National</b> <b>(NEW) CA/010</b> - The total number of contacts to statutory social services by young carers or professionals contacting the service on their behalf received during the year. Provided by Barnardos	Not Applicable	74	Not Available	Not Available
<b>National</b> <b>(NEW) CH/L003</b> – Number of Foster Carers registered with the Local Authority (Inc Kinship, Supported Lodgings General and Respite)	Not Applicable	159	Not Available	Not Available
<b>National</b> <b>(NEW) CH/L004</b> – Number of Childrens Residential Fostering Beds	Not Applicable	21	Not Available	Not Available
<b>National</b> <b>(NEW) CH/L005</b> – Number of Children in care proceedings during the year	Not Applicable	44	Not Available	Not Available
<b>National</b> <b>CH/039</b> The number of children looked after children at 31 <sup>st</sup> March.	Not Applicable	378	382	372
<b>Local</b> <b>(Youth Justice Service)</b> - % of young people in suitable accommodation at the end of a statutory order.	95%	92.3%	96.9%	Not Available
<b>Local</b> <b>(Youth Justice Service)</b> – Average ‘Post 16’ Hours at End of Intervention	15 hours	Not Available	14.4 hours	Not Available
<b>Local</b> <b>(Youth Justice Service)</b> - Average number of hours ‘School Age’ children attend at the end of an Intervention.	17 hours	Not Available	16.7 hours	Not Available
<b>Local</b> <b>(Youth Justice Service)</b> – Total Number of first Time Entrants	20	40	25	Not Available
<b>Local</b> <b>(Youth Justice Service)</b> - % of all cases that are community resolutions and preventative outcome.	70%	52.56%	62.58%	Not Available

## Glossary

National – Collected and reported to an external organisation such as Welsh Government / Estyn / WLGA etc for benchmarking / comparison

Local – specifically collected and reported by NCC / Service area to support delivery of an objective.

Management Information – Collected and reported to support the delivery of a specific activity and/or service.

# Risk Management

Risk Name	Risk Owner (Job Title)	Corporate Risk or Service Risk
<p><b>Pressure on the Delivery of Children Services</b></p> <p>Increased pressure on Children Services to manage increase in volume of referrals / cases of children with complex needs.            This is in the context of budgets not being able to meet increase in costs to provide the necessary care and front-line staff being able to manage high volume and complex caseloads.            Going into 2021/22 the potential for the loss of ICF will need consideration as this would impact significantly on service delivery in a number of key areas.</p>	<p>Head of Children &amp; Young People Services</p>	<p>Corporate Risk</p>
<p><b>Safeguarding Risk</b></p> <p>To ensure the Council safeguards adults, children and carers as part of its statutory duty.</p>	<p>Head of Corporate Safeguarding</p>	<p>Corporate Risk</p>
<p><b>Family Court Cases</b></p> <p>As a result of Covid 19 there are emerging court delays. The requirements for social distancing means courts are going to continue to struggle with likely delays for many months. There is a significant risk of increased and protracted court cases. This brings additional cost to social services and legal and places the teams under further stress.</p>	<p>Head of Children &amp; Young People Services</p>	<p>Service Area Risk</p>