



Cornwall & the Isles of Scilly Children's  
Education, Health and Social Care Plan

# Children & Family Services

## Business Plan 2018/22

March 2018

Version 3

Education, Early Years, Children & Families Directorate

# Children & Family Services

## Business Plan 2018-22

<b>CONTENTS</b>		<b>Page</b>
<b>1.</b>	<b>Statement by the Service Director</b>	<b>3</b>
	○ The Purpose of the Business Plan	
	○ How Our Service contributes to the Council Plan	
	○ Our Statement of Mission and Values	
	○ Our Core Principles for working with Children, Young People & Families	
<b>2.</b>	<b>The Structure of the Service and Delivery Model</b>	<b>8</b>
	○ The Extended Management Team	
	○ The Operational Delivery Model	
	○ The Model of Help and Protection	
<b>3.</b>	<b>The available Resources to meet need</b>	<b>15</b>
	○ The Cornwall Context	
	○ Resources: Staffing	
	○ Resources: Budgets, including further budget cuts	
	○ Controlling Budgets	
<b>4.</b>	<b>Current Position</b>	<b>23</b>
<b>5.</b>	<b>Our Ambition</b>	<b>26</b>
<b>6.</b>	<b>What are going to do to get there</b>	<b>28</b>
<b>7.</b>	<b>How will we know when we get there?</b>	<b>31</b>
<b>8.</b>	<b>The Barriers and Risks</b>	<b>32</b>
<b>9.</b>	<b>Some of our Achievements in 2017/18</b>	<b>33</b>
<b>10.</b>	<b>Legislative Framework and Statutory Guidance</b>	<b>37</b>

## 1. Statement by the Service Director

### The Purpose of this Business Plan

The purpose of the Business Plan is to set out how the Service will contribute to the delivery of the statutory Children & Young People's Plan and Poverty Plan, and the Council Strategy and Business Plan. The primary contribution of the Service is in providing early help and statutory social care to the most vulnerable children, young people and their families living in Cornwall, with the aim of maximising opportunities for good outcomes for all children and closing the gap in outcomes for the most vulnerable children. The Service contributes to the Council's 8 strategic themes in several ways:

1. Meeting all the Council's statutory social care duties to children, young people, their parents and carers under a wide range of legislation, statutory guidance and regulation relating to children, young people and their families.
2. Contributing to healthier and safer communities by identifying the needs of children, young people and their families early and providing high quality support, working together with partners, to prevent the poor outcomes linked to adverse childhood experiences that arise from inter-generational poverty.
3. Improving the life chances, education, health and social care outcomes for children and young people who have experienced neglect and abuse, and those with disabilities and special educational needs, closing the gap between them and their peers in the general population.
4. Enhancing the reputation of Cornwall in the judgement of the Public, the Sector and Government by sustaining and where possible improving performance and the inspection ratings of children's services, as one of the best children's services in the country.
5. Engaging with service users, partners and communities to design and develop alternative delivery models, based on integrating education, children's community health and social care services; strengthening preventative services; raising the expertise and status of practitioners; using evidence-based approaches and practice; identifying creative solutions; developing innovative services; controlling demand for high cost specialist services; reducing the unit cost of services; and taking appropriate management action to deal with under-performance and cost pressures.
6. Supporting voluntary and community groups by working with them as equal partners and making resources available to them such as the use of Service buildings; direct access to professional advice and consultation; support with funding bids; and access to relevant training and skills development.
7. Helping families break the cycle of poverty and deprivation by adopting a whole family approach in the offer of support; supporting public health outcomes; encouraging parents and carers to return to education and training; and working with the regional Department for Works and Pensions to prioritise access to employment advisors for 'Troubled Families'.
8. Attempting to deliver the Council's Children & Family Services within available resources and mitigating the impact of budget cuts on the welfare, development and safety of children and to the reputation of the Council.

## How Our Service Supports the Council Plan

Themes	Service contributions
<p><b><u>Ambitious Cornwall</u></b></p>	<ul style="list-style-type: none"> <li>✓ Our ambition is to further improve our support to parents and carers helping them to improve the outcomes and life chances of all children and young people and close the gap in outcomes for those most at risk of adverse childhood experiences</li> <li>✓ Our ambition is to be one of the best and most innovative children's services in the country, integrating education, early years, community health services, early help and social care</li> </ul>
<p><b><u>Engaging with our Communities</u></b></p>	<ul style="list-style-type: none"> <li>✓ Develop a better understanding of the communities we serve and work with local partners to meet the particular needs of those communities</li> <li>✓ Develop a place-based approach, working together with primary care, schools, voluntary and community groups to support families</li> <li>✓ Facilitate support from wider family and friends to prevent family breakdown</li> </ul>
<p><b><u>Partners working together</u></b></p>	<ul style="list-style-type: none"> <li>✓ Develop and implement the 'One Vision' Partnership Plan as the basis for a Children and Young People's Transformation Plan for Cornwall (&amp; the Isles of Scilly)</li> <li>✓ Integrate the commissioning intentions for children, young people and families, as the basis for integrated education, early years, children's community health, early support and social care services</li> <li>✓ Explore the potential of an alternative delivery model to Make Integration Happen for children, young people and families</li> <li>✓ Enable the co-location of professionals and develop multi-disciplinary teams so that families can get the support they need from one place, in one go</li> <li>✓ Implement the Troubled Families programme through the 'One Vision' work streams, utilising the 'Transformation Maturity Model' to promote a whole-family approach</li> </ul>
<p><b><u>Greater access to essentials for living</u></b></p>	<ul style="list-style-type: none"> <li>✓ Provide information, advice and guidance about healthy lifestyles and positive parenting through different means to enable families to help themselves and</li> </ul>

	<p>each other, and to access the right help and support at the right time – all in one go</p> <ul style="list-style-type: none"> <li>✓ Develop digital access to children, young people and their parents/carers through family information services</li> </ul>
<b><u>Driving the economy</u></b>	<ul style="list-style-type: none"> <li>✓ Support the educational inclusion of the most vulnerable children and young people by working closely with schools and colleges to narrow the gap in outcomes between them and their peers</li> <li>✓ Support those young people who have special educational needs and disabilities and those who have had adverse childhood experiences to access further education, employment and training</li> </ul>
<b><u>Stewardship of Cornwall's assets</u></b>	<ul style="list-style-type: none"> <li>✓ Work in an environmentally friendly way by reducing our carbon footprint</li> <li>✓ Use an asset-based approach to support and enhance service provision</li> </ul>
<b><u>Healthier and Safe Communities</u></b>	<ul style="list-style-type: none"> <li>✓ Work in partnership with communities and voluntary organisations to support an asset-based approach to increasing capacity and maximising resources</li> <li>✓ Promote healthy lifestyles and behaviours as the basis for preventing health risks and improving long-term health outcomes</li> <li>✓ Support parents and carers to understand and meet the needs of their children and to prevent risks to their safety</li> <li>✓ Listen to children and young people and involve them in decisions about their lives</li> <li>✓ Prevent anti-social behaviour and offending by young people</li> <li>✓ Respond promptly to requests for early help from members of the public and other professionals when they have concerns about the welfare or safety of a child or young person</li> <li>✓ Help and protect the most vulnerable children and young people from poor outcomes and long-term harm</li> <li>✓ Improve the outcomes and life chances of children in care and care leavers</li> </ul>
<b><u>Being efficient, effective, innovative</u></b>	<ul style="list-style-type: none"> <li>✓ Support the wellbeing and resilience of the workforce, reducing sickness absence</li> <li>✓ Continue to develop a learning culture based on reflective practice</li> <li>✓ Develop the professional capabilities of the workforce to meet the needs of the children and families we work with</li> </ul>

	<ul style="list-style-type: none"> <li>✓ Use evidence-based approaches and practice to help and protect children</li> <li>✓ Respond to well-founded criticism with a willingness to learn and change</li> <li>✓ Work with service users and practitioners to find the most creative and effective way of improving educational, health and social outcomes within the resources available</li> </ul>
--	--

## Our Statement of Mission and Values

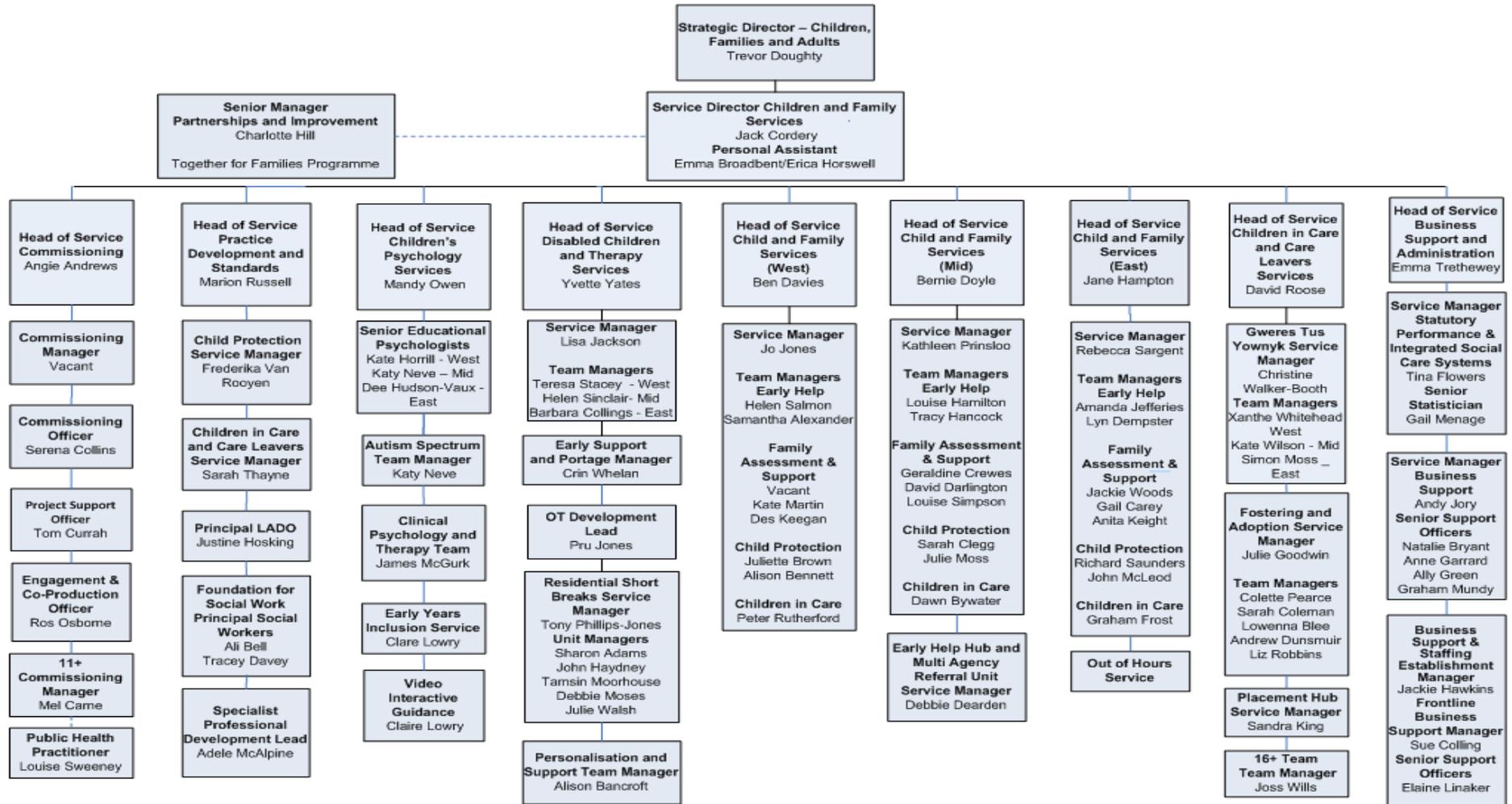
- Our Statement of Mission and Values was developed in collaboration with the whole service and service users. It is at the centre of our priorities, approach, professional practice and decision-making:
- Our mission is to help and protect the most vulnerable children and young people living in Cornwall from harm, to support the educational inclusion of those children and to improve their health outcomes.
- Our first consideration is the lived experience of the child, taking into account their wishes and feelings, involving them fully in decisions about their lives, promoting their rights to family life and to education.
- We will work together with the child and others to understand their situation, so that we can support positive change. We will stick with them and we will not give up.
- We will act with integrity, honesty, empathy and respect, showing fairness and courage in everything we do.
- We will work with birth families, the child's wider network of family and friends, communities and other services, listening to their views, building their trust and confidence, making every effort to understand and meet their needs.
- We will use discretion, professional judgement and common sense to guide us and we will be accountable for our decisions and actions. We will respond to well-founded criticism with a willingness to learn and to change.
- We will not be distracted from our mission through fear of being criticised. In identifying and managing risks to children we will seek to reduce the risk of harm and achieve better outcomes.
- We will be professional, calm and focused in undertaking our statutory and professional duties at all times and in all the circumstances we face.
- Our commitment is to deliver a service that we and those we serve can be proud of, which promotes positive outcomes for vulnerable children and reduces the risk of harm.

## Our Core Principles for working with Families

All staff apply the following core principles when working with families:

- ✓ The welfare of the child or young person is paramount.
- ✓ Children and young people have a right to live their lives free from neglect and abuse.
- ✓ Children and young people have the right to be heard (regardless of their age/developmental stage) and the right to influence decisions about their lives and their futures.
- ✓ Parents and carers have the right to be heard. They retain parental responsibility and that includes the responsibility to make a contribution to the care of their child.
- ✓ The best environment for a child is within their birth family and their own community of wider family and friends.
- ✓ All children, especially those with special educational needs, disabilities or in care have a right to a full time education which is suitably differentiated and takes into account their strengths and needs.
- ✓ The emotional and psychological health and well-being of children, is supported, especially those who live apart from their families or in care.
- ✓ When a family struggles to meet the needs of a child they will be supported appropriately to do so.
- ✓ We will offer a wide range of early help and support to prevent those problems escalating to crises.
- ✓ Statutory social work intervention in the private life of a child and their family is always a last resort.
- ✓ When a child's birth family is unable to meet their needs or to keep them safe, their wider network of family and friends will be considered first and, if viable, supported appropriately to care for them.
- ✓ Where it is not possible to maintain a child within their wider network of family and friends, the Council will endeavour to provide a suitable care placement, in such a way that the child can remain at their school and maintain positive contact with family and friends.
- ✓ Parents/carers who hold parental responsibility for the child will be expected to make an ongoing contribution to the care of their child, including the cost of care.
- ✓ When it is not possible for a child to return safely to their family, they will be supported to achieve permanence, preferably within an alternative family.

## 2. How the Service is Structured and Delivered



# The Operational Delivery Model

The strategic lead for Children & Family Services is **Jack Cordery, Service Director**. The Service is organised and led by 9 Heads of Services, who form the Senior Leadership Team for the Service:

## **Commissioning for Children, Young People & Families – Angie Andrews**

Health Visiting, School Nursing, Family Nurse Partnership  
Speech and Language Therapy in schools  
Hearing support services  
Special Educational Needs & Disabilities Information and Advice Service  
11-19 Support Services inc. teenage pregnancy and sexual health  
Young Carers Support

## **Children’s Psychology Services – Mandy Owen (also the Principal Educational Psychologist):**

Area Child & Educational Psychology Teams  
Early Years Inclusion Service  
Autism Spectrum Team  
Clinical Psychology & Therapy Service  
Video Interaction Guidance Service

## **Disabled Children and Therapy Services – Yvette Yates:**

Area Disabled Children Teams  
Occupational Therapy Service  
Early Support Service  
Residential Short Breaks  
Direct Payments and Personal Budgets

## **Children & Family Services (West Cornwall) – Ben Davies:**

Family Assessment & Support Teams  
Child Protection & Court Teams  
Children in Care (Permanence) Team  
Children’s Centre Cluster Groups  
Early Help Locality Teams

## **Children & Family Services (Mid Cornwall) – Bernie Doyle:**

Early Help Hub and Multi-Agency Referral Unit  
Family Assessment & Support Teams  
Child Protection & Court Teams  
Children in Care (Permanence) Team  
Children’s Centre Cluster Groups  
Early Help Locality Teams

## **Children & Family Services (East Cornwall) – Jane Hampton:**

Family Assessment & Support Teams  
Child Protection & Court Teams  
Children in Care (Permanence) Team  
Children’s Centre Cluster Groups  
Early Help Locality Teams  
Out of Hours Service

## **Children in Care and Care Leavers Services – David Roose:**

Children & Families Service Plan 2018-2022  
(Version 3)

Children in Care Council, Participation and Advocacy  
Gweres tus Yowynk (incorporating the Youth Offending Service)  
The Placement Hub  
Fostering & Adoption Service  
Family Plus Team  
16+ (Care Leavers) Service

**Practice Development and Standards – Marion Russell (also the Principal Child & Family Social Worker):**

Practice Educators Team  
The Foundation for Social Work in Cornwall – the social work trainee scheme  
Assessed & Supported Year in Employment Programme, Core Curriculum and post-qualifying programmes  
Local Authority Designated Officer  
Child Protection Standards Team  
Children in Care and Care Leavers Standards Team  
Our Safeguarding Children Partnership

**Business Support & Administration Services – Emma Trethewey:**

Integrated Business and Admin Support as part of Operational Teams  
Integrated Children's Systems  
Quality Assurance and Performance Management (QAPM)  
Customer and professional feedback surveys  
Finance, Workforce Management and Procurement  
Records Management and Information Governance  
Regulatory Support and Communications  
Statutory Reporting

## The Model of Help and Protection

The multi-agency **Early Help Hub** is the single point of contact for professionals and families to request a range of health and early help services, incorporating an assessment and care pathway to **Together for Families and Headstart Kernow**. **Early Help Locality Services** lead on the multi-agency early help strategy to offer children, young people and their families co-ordinated support when problems start to arise. **Early Help Locality Teams** co-ordinate the offer of early help through local arrangements for undertaking CAF and early help assessments and facilitate a team around the child/family. The early help offer includes access to the **Family Group Conference Project**. **Targeted Youth Support Work** provides one-to-one support for the most vulnerable young people. Whilst **Children's Centres** focus on children 0-8 years, they provide services that are inclusive of children of all ages and their families. They support the foundation stage for learning in early years.

The **Children's Psychology Service** supports children and young people (0-25) with a wide range of psychological needs, including children with needs relating to emotional wellbeing and mental health. The **Educational Psychology Service** works with staff in schools and other settings to support children with special educational needs and disabilities. Child and educational psychologists provide wider, applied psychological services in collaboration with front line social care teams, as well as providing Psychological Advice under a statutory duty to assess special educational

needs as part of an Education Health and Care needs assessment. Educational Psychologists also provide a traded service to schools in Cornwall. The service includes the **Autistic Spectrum Team**, which supports children and their families at home and at school, and the **Early Years Inclusion Service**, which provides advice and support by SEN co-ordinators and educational psychologists (and other specialist staff) to support parents and early years' settings to meet the needs of children with SEN and disabilities. The **Clinical Psychology and Therapy Service**, including the **Jigsaw Service**, support the emotional wellbeing and mental health of children and young people who have experienced neglect and abuse. The service provides advice and consultation to foster carers and social workers, training, assessment and therapy services. The **Video Interaction Guidance Service** provides a specialist service to support children and adults, along with a hub and spoke model of training. The **Children's Psychology Service** works collaboratively with the specialist Child and Adolescent Mental Health Service and with 'Headstart Kernow'.

**Disabled Children and Therapy Services** undertake the majority of assessments and care planning in acute and complex cases where children have severe and enduring disabilities and illnesses, including **Occupational Therapy assessments**. The service provides the full range of children's social care interventions, from **Early Support and Portage** to the management of child in need and child protection plans and, as a last resort, children in care plans for disabled children. The service also provides a wide range of **Short Breaks** to enhance the life experiences of children with disabilities and to offer parents and carers a short break from their caring responsibilities. The service makes a significant contribution to the implementation of the Code of Practice for children with SEN and disabilities. **Supporting Change in Partnership (SCiP)** is an innovative, practitioner-led development, which is a strengths-based and solution-focused service designed to support disabled children and young people and prevent the need for statutory social work.

The **Multi-Agency Referral Unit** (the **MARU**) is the single point of contact for anyone who is so concerned about the welfare or safety of a child that they believe the child and family need social work intervention. The **MARU** provides professional advice and guidance across the partnership and makes an initial determination of whether the information provided meets the Safeguarding Children Partnership 'Continuum of Care' threshold criteria for children's social care. Where cases do not meet that threshold, those making contact are provided with information, advice and guidance from the **Early Help Hub** including signposting to targeted and preventative services. Some of these cases are passed to an Early Help Locality Team for an early help assessment. Cases that meet the threshold for children's social care are assigned to the appropriate social care team in one of the 5 social care services for a final decision, including a statutory social work assessment or for a strategy discussion in those cases where there is evidence of actual or likely risk of harm. If a statutory social work intervention is required cases are assigned, proportionate to the level of need/risk, to **Family Assessment & Support Teams, Disabled Children and Therapy Teams, Family Plus Team** (a specialist team supporting special guardians and adoptive parents) **Gweres tus Yowynk** (a specialist adolescents' service incorporating the Youth Offending Service) **Child Protection & Court Teams or Children in Care Teams**.

The **Children in Care and 16+ (Care Leavers) Service** is responsible for commissioning a sufficient range of placements to meet the needs of children in care and care leavers. **Gweres tus Yowynk** (a specialist adolescents' service including **Youth Offending Service**) supports adolescents on the edge of care, including those who have returned home after an unplanned admission to care. The **Fostering & Adoption Service** provides the majority of placements for children in the care of the local authority and is responsible for recruiting, assessing and supporting sufficient foster carers and adopters to meet the needs of children in care where the plan is for adoption. The **Kinship Team** is responsible for supporting the assessment of private fostering arrangements and potential special guardians. The **Family Plus Team** supports placements resulting from Residence, Child Arrangement and Special Guardianship Orders. The **16+ (Leaving Care) Service** is responsible for ensuring that young people leaving care are supported to make a safe and successful transition to adulthood and independence.

The **Practice Development and Standards Service** leads on delivering the **Core Curriculum** for social workers and other social care practitioners. The **Practice Educator Team** provides qualifying and post-qualifying assessment and learning for trainee/student social workers and newly qualified social workers to meet their required objectives. Practice educators provide advice and guidance to social workers at all levels of the **Professional Capabilities Framework** and support them in undertaking post-qualifying awards in pursuit of their career goals. The **Service** is responsible for the **Foundation for Social Work in Cornwall**, including the **Trainee Social Work Scheme, Step Up to Social Work, Assessed and Supported Year in Employment, Return to Social Work** and the development of **Advanced Practitioners**. It has oversight of the **Progression Panels**, ensuring the integrity of the **Career & Qualification Pathway for Social Workers** as well as the processes for **Practice Quality Standards** in care planning and review for children in need of protection and children in care. The **Service** includes the **Local Authority Designated Officer** function for overseeing agency responses to allegations of professional neglect and abuse and supports the multi-agency **Safeguarding Children Partnership**.

The **Business Support and Administration Service** is integrated into front line operational services, relieving busy case-holding practitioners from a wide range of bureaucratic tasks that are undertaken more efficiently by team administrators. **The Head of Service** is a full member of the Children & Families Services Senior Leadership Team, taking the lead for a wide range of complex social care provider **Payments, Workforce Controls and Systems Development**, including information governance. The **Service** is also responsible for **Statutory Reporting** to the Department for Education, the local **Quality Assurance & Performance Framework** including customer and professional feedback surveys and extensive **Data Reports** required in a wide range of Ofsted inspections.

# Cornwall-wide Portfolio Responsibilities

In addition to operational responsibilities, Heads of Service have a number of Cornwall-wide portfolio responsibilities to improve the quality of specific areas of practice, the effectiveness of key areas of service delivery and the impact of inter-agency working together:

## **Angie Andrews (AA):**

- Business Change Lead for the 'One Vision' programme
- Integrated strategic commissioning
- Young carers
- Syrian Refugee Families
- Complex Cases Panel

## **Mandy Owen (MO):**

- Autism Strategy
- Comprehensive CAMHS strategic development
- Critical Incident Support to schools
- Video Interactive Guidance

## **Yvette Yates (YY):**

- Deprivation of liberty practice
- Carer assessment practice
- Sensory loss
- Challenging behaviour
- Transitions
- Integrated residential short breaks

## **Ben Davies (BDa):**

- Family Assessment & Support Teams – assessment practice
- Police liaison
- CSE/Missing – Our Safeguarding Children Partnership sub group
- Signs of Safety development
- Family Partnership Model
- Pre-birth assessment

## **Bernie Doyle (BDo):**

- Early Help offer – including Family Hubs development
- Early Years and Schools liaison
- Out of Hours
- Family Group Conferencing
- Voluntary and Community Sector liaison

## **Jane Hampton (JH):**

- Child Protection/Court – practice
- Health liaison – including the social care rep for the integrated commissioning working group
- Domestic abuse/violence practice
- Neglect – Our Safeguarding Children Partnership sub group
- Pause – preventing repeat adoptions

## **David Roose (DR):**

- Corporate Parenting
- Child advocacy

- Practice with adolescents
- Harmful sexual behaviours
- Housing liaison
- Unaccompanied Asylum-Seeking Children

**Marion Russell (MR):**

- Supervision practice
- Case audit
- Equality & diversity
- Workforce planning

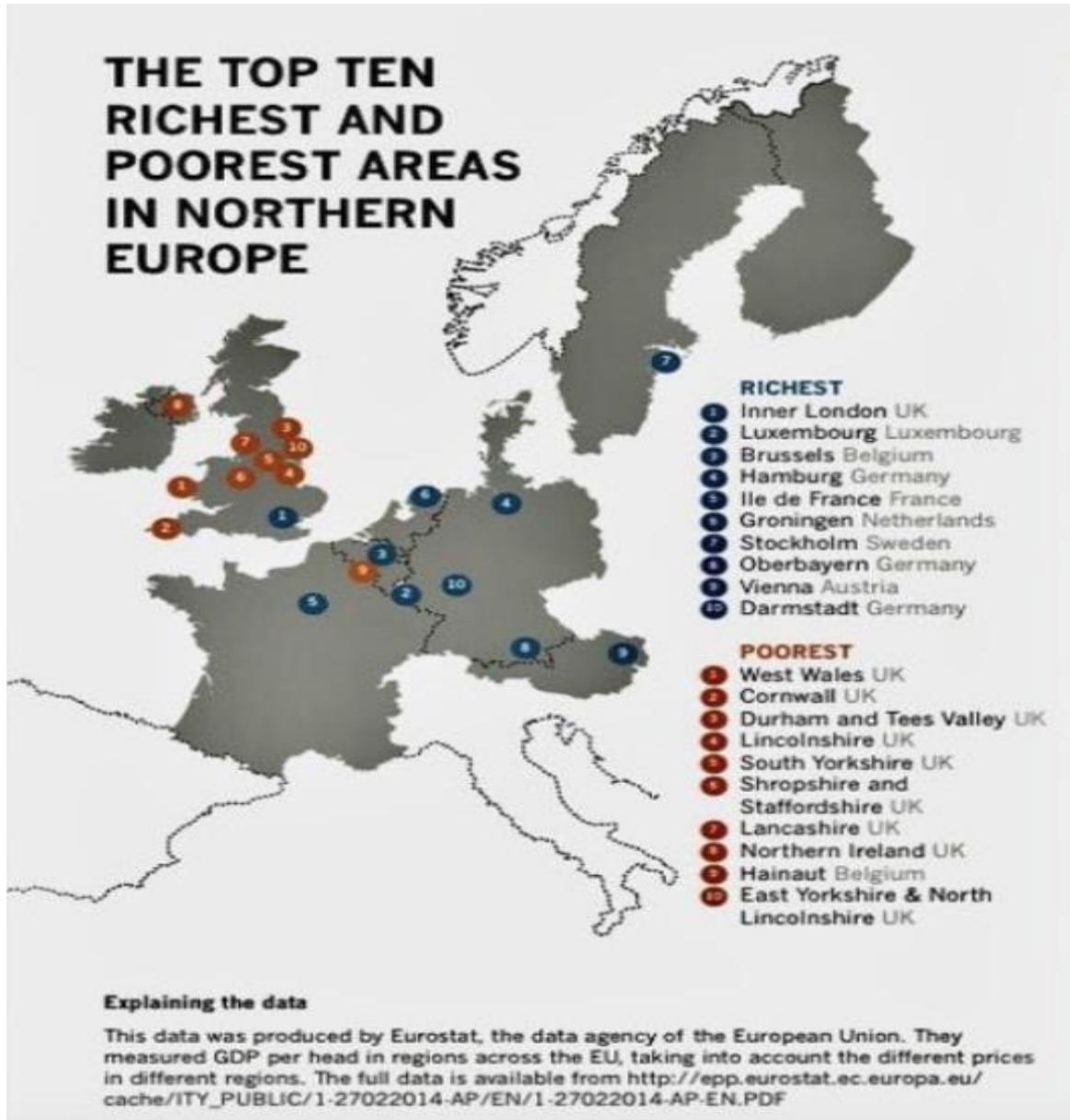
**Emma Trethewey (ET):**

- Information governance and records management
- Specialist financial and staffing establishment management
- Accommodation
- Health, Safety and Wellbeing
- Business Continuity and Risk Management
- Surveillance and Regulation of Investigatory Powers Act

### 3. The available Resources to meet need

#### The Cornwall Context

Cornwall is the 2<sup>nd</sup> most deprived region in Northern Europe according to Eurostat, the data agency of the European Union. The number of children living in poverty and at risk of adverse childhood experiences in Cornwall is increasing.



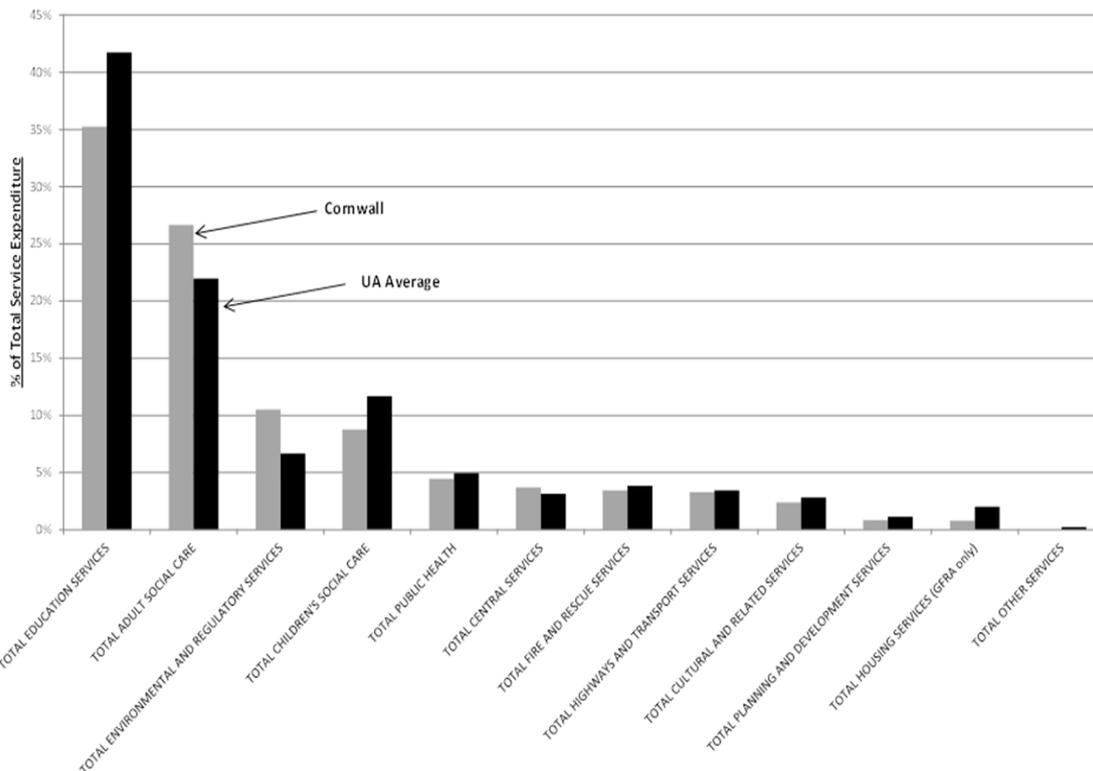
When it comes to available resources children's social care services in Cornwall are in the 20% lowest funded nationally. Our children's service is 48<sup>th</sup> of 55 unitary authorities when it come to a % spend of the Council's total budget – nearly 3% below the average % spent by unitary authorities on their children's social care services. If children's social care services in Cornwall were funded at the average, the service budget would increase by circa £21m.

Local authority	PERCENTAGE EDUCATION SERVICES	PERCENTAGE CHILDREN'S SOCIAL CARE	PERCENTAGE CHILDRENS SERVICES	RANK	DROP
Peterborough	49.97	16.07	66.04	1	
Milton Keynes	53.36	11.19	64.55	2	-1.49
Leicester City	53.21	10.49	63.70	3	-2.34
Central Bedfordshire	54.18	8.97	63.16	4	-2.88
Luton	51.04	10.78	61.82	5	-4.22
Derby City	48.46	12.75	61.21	6	-4.83
Bracknell Forest	50.90	8.94	59.83	7	-6.20
York	51.26	8.55	59.81	8	-6.23
Warrington	46.64	12.98	59.61	9	-6.42
Blackburn with Darwen	45.71	13.56	59.28	10	-6.76
Telford and the Wrekin	47.02	11.27	58.29	11	-7.75
Stockton-on-Tees	45.06	13.13	58.19	12	-7.85
Cheshire West and Chester	48.49	9.17	57.66	13	-8.38
Wokingham	49.59	7.62	57.21	14	-8.83
Reading	40.24	16.18	56.42	15	-9.62
West Berkshire	47.41	8.72	56.13	16	-9.91
Stoke-on-Trent	43.05	12.98	56.02	17	-10.01
Swindon	42.98	12.76	55.74	18	-10.30
Southend-on-Sea	45.54	10.10	55.64	19	-10.40
Brighton & Hove	42.34	13.07	55.41	20	-10.63
Windsor & Maidenhead	45.90	9.48	55.37	21	-10.66
The Medway Towns	40.33	14.97	55.31	22	-10.73
Halton	44.65	10.49	55.14	23	-10.89
East Riding of Yorkshire	47.37	7.75	55.12	24	-10.91
Southampton	42.75	12.24	54.99	25	-11.05
Portsmouth	43.40	11.56	54.96	26	-11.08
Durham	46.79	8.05	54.84	27	-11.19
North Lincolnshire	41.94	12.86	54.80	28	-11.24
Slough	51.51	2.41	53.92	29	-12.12
Hartlepool	41.35	12.56	53.91	30	-12.13
Plymouth	38.88	14.58	53.46	31	-12.58
Northumberland	44.63	8.18	52.81	32	-13.23
North Somerset	43.47	9.17	52.63	33	-13.41
Bedford	38.93	13.63	52.56	34	-13.48
Thurrock	34.73	17.57	52.31	35	-13.73
Middlesbrough	35.99	15.82	51.81	36	-14.22
Shropshire	43.70	7.36	51.06	37	-14.98

Cheshire East	40.09	10.89	50.98	38	-15.06
South Gloucestershire	43.00	7.32	50.32	39	-15.72
Bristol	38.70	11.62	50.32	40	-15.72
Isle of Wight	39.68	10.02	49.70	41	-16.34
Bath & North East Somerset	41.40	8.19	49.59	42	-16.44
Wiltshire	38.64	10.49	49.13	43	-16.91
Redcar & Cleveland	37.09	12.04	49.13	44	-16.91
Poole	35.74	13.23	48.97	45	-17.07
Torbay	29.42	18.49	47.91	46	-18.13
Herefordshire	37.85	10.02	47.87	47	-18.17
<b>Cornwall</b>	<b>38.14</b>	<b>9.15</b>	<b>47.28</b>	<b>48</b>	<b>-18.75</b>
Blackpool	29.19	17.47	46.66	49	-19.37
Kingston upon Hull	33.92	12.20	46.11	50	-19.92
Darlington	27.13	16.13	43.26	51	-22.78
City of Nottingham	28.28	14.97	43.24	52	-22.79
North East Lincolnshire	26.22	13.91	40.12	53	-25.92
Rutland	29.14	10.49	39.63	54	-26.41
Bournemouth	20.09	19.29	39.39	55	-26.65

The Chartered Institute of Public Finance and Accountancy data 2017

Graph to Show Service Expenditure as a % of Total Service Expenditure for Cornwall Council against the Unitary Average



A recent survey showed that the majority of local authority Directors of Finance is most concerned about pressures and the trajectory of demand on their children's services budgets. Recent research has shown a direct link between levels of deprivation, levels of funding and the effectiveness of children's services

[https://www.researchgate.net/publication/312497068\\_Bywaters\\_P...](https://www.researchgate.net/publication/312497068_Bywaters_P...)

(Bywaters, P., Sparks, T., and Webb, C. (2017). However, despite this low level of funding in Cornwall, the Council's children's social care is among the top 25% when it comes to overall performance (the top 10% in some areas of service delivery) and is one of the minority of local authority children's services that, to date, has not been over-spending. However, the 3 Directors for children's services have concluded that funding is now on the red line, and that further budget cuts jeopardise the capacity of the Council to meet growing demand, undermines the improvements made over the last 7 years and risks false economies.

## Resources: Staffing

### Budgeted FTE numbers

Wellbeing Universal Prevention and Early Intervention Commissioning (AA)	8.00
Children's Psychology Services (MO)	54.89
Disabled Children and Therapy Services (YY)	158.60
Help and Protection for West Cornwall (BDa)	140.82
Help and Protection for Mid Cornwall (BDo)	164.70
Help and Protection for East Cornwall (JH)	129.31
Children in Care & Care Leavers Services (DR)	116.89
Practice Development & Standards (MR)	17.01
Business Support - Children & Family Services (ET)	189.66
Early Help Central (BDo)	1.00
Extended Leadership Team (JC)	22.10
<b>Total Children and Family Services Service</b>	<b><u>1,002.98</u></b>

## Resources: Budgets 2018/22

	Original Budget 2018/19 £m	Original Budget 2019/20 £m	Original Budget 2020/21 £m	Original Budget 2021/22 £m
Employee Costs	34.284			
Premises Costs	0.775			
Transport Costs	1.794			
Supplies & Services	2.790			
Third Party Payments	22.682			
Transfer Payments	2.898			
Internal Recharges	3.400			
<b>Gross Expenditure</b>	<b>68.623</b>			
Government Grants	(3.607)			
Other Grants, Reimbursements and Contributions	(1.311)			
Customer and Client Receipts	(0.428)			
Internal Recharges	(2.356)			
<b>Total Income</b>	<b>(7.702)</b>			
Interest Payable and Similar Charges	0.000			
Movement In Reserves Statement	(1.945)			
<b>Net Expenditure</b>	<b>58.976</b>	<b>59.422</b>	<b>59.422</b>	<b>59.422</b>
<b>Sub Service Analysis</b>	<b>£m</b>			
Wellbeing Universal Prevention and Early Intervention Commissioning (AA)	2.702			
Children's Psychology Services (MO)	1.336			
Disabled Children and Therapy Services (YY)	8.306			
Help and Protection for West Cornwall (BDa)	4.921			
Help and Protection for Mid Cornwall (BDo)	5.832			
Central Early Help (BDo)	0.231			
Help and Protection for East Cornwall (JH)	4.957			
Children in Care & Care Leaver Services (DR)	19.525			
Safeguarding Children Standards (MR)	0.960			
Staff Development Plan (MR)	0.366			
Business Support - Children & Family Services (ET)	4.239			
Agency Contracts (YY,DR and BDo)	0.864			
Extended Leadership Team (JC)	4.737			
<b>Total Children &amp; Family Services</b>	<b>58.976</b>			

## Resources: Summary of Budget for 2018/19

Revised Budget 2017/18 £m	Growth to offset pressures 2018/19	Budget Cuts 2018/19 £m	Movements 2018/19 £m	Original Budget 2018/19 £m
59.274	1.855	(2.118)	(0.035)	58.976

## Resources: Budget Cuts 2018/19

Savings Ref	Savings Description	2018/19 £m
CFS3	Reduction in early help and social care Business Support and Administration (ET)	0.164
CFS4	Reduction in contract values across children in care and care leaver services (DR)	0.040
CFS5	Reduction in high cost agency placements by putting in place a third Gweres tus Yowynk (GTY) Team (DR)	0.300
CFS6	<i>Generate income from surplus prospective adopter recruitment (DR)</i>	0.264
CFS9	Restructure the Teylu and incorporate function into the area multi-disciplinary teams (BDa)	0.030
CFS10	Reduced core funded hours in the Educational Psychology Service by increasing in income from traded services (MO)	0.020
CFS11	Reduction in admin staff supporting the Practice Development & Standards Service and Safeguarding Childrens partnership (MR)	0.050
CFS12	Year on year reduction in the contract value of disabled children short breaks – replaced through direct payments purchasing (YY)	0.018
CFS13	Reduce the number of disabled children’s support workers posts to 4 FTE practitioners per team (YY)	0.045
CFS15	Finalise restructure youth offending by bringing together the role and functions of the YOS and Gweres tus Yowynk (DR)	0.014
CFS16	Review and nominal reduction in a range of commissioned contract values across the board (AA)	0.010
CFS18	Vacancy & inflation management to offset pay award (All)	0.370
CFS26	Savings from economies of scale arising from system reform and redesign, subject to approval of an alternative model of delivery (JC)	0.096
CFS27	Mitigate inflationary pressures in Agency fostering and residential placements by exiting peninsular arrangements and negotiating reduced charges (DR)	0.095
CFS28	Reduction in discretionary enhanced financial support to special guardians (DR)	0.289
CFS29	One-off mitigating actions to offset delayed	0.193

	implementation of the Digital Improvement Plan (All)	
CFS30	Reduce spot purchasing of external psychology services providers (BDa, BDo and JH)	0.082
CFS31	Reduced core funded hours in the Educational Psychology Service by increasing in income from traded services (MO)	0.038
	<b>Total Budget Cut</b>	<b>2.118</b>

Italics indicate where it is likely that alternative savings to the original MTFS will need to be identified.

RAG rating indicates the current level of confidence in achieving these budget reductions in 2018/19.

## Controlling Budgets

The ability to control children's social care budgets is limited by the wide range of statutory duties placed on the Council to provide an early help offer and social work interventions for children in need and to meet inspectorate and regulatory standards in the provision of its services to children, young people and families. Weaknesses or failure in other service areas, such as housing, children's health, children with special educational needs and disabilities, and children with emotional wellbeing and mental health problems, increases pressures on the Council's children's social care services. The greatest pressure is on the demand for care placements, which represent the most significant proportion of the overall spend. The focus for controlling budgets, then, is to reduce the volume of demand by providing effective early help and social care interventions that enable a child to remain safely at home or within their wider family. Unlike other local authorities Cornwall has been successful in preventing admissions to care and by finding alternatives to care. The national average of children in care per 10,000 of the 0-17 population is 60 (in some local authorities much higher) whereas in Cornwall it has remained stable over the last 7 years at around 40-43 per 10,000, despite higher levels of poverty and deprivation. However, in 2017/18 the number of children in care to Cornwall Council increased for the first time, bringing pressure on social care budgets (estimated at £1.8m). As cuts to national welfare budgets continue these pressures are set to increase.

The monitoring and control of budgets is undertaken by managers at every level, with support and oversight by the Head of Service for Business Support and Administration Services (BSAS) along with a close working relationship with a senior Accountant. Expenditure monitoring and forecasting are undertaken at a monthly meeting of the Senior Leadership Team following scrutiny by the Accountant and Head of Service for BSAS with the Service Director. This includes challenge to significant variances from the Budget Plan and adjustments and controls. The Service is subject to internal audits to check compliance with standing orders for financial controls and achievement of value for money. The budget monitor is reported for scrutiny and challenge to the Directorate Leadership Team and Corporate Leadership Team monthly.

Decisions about recruiting to vacant posts are subject to scrutiny by the Head of Service for BSAS and the Accountant to ensure requests are in line with the establishment and funds are available before sign off by the Service Director and, for any new posts, subject to scrutiny at the Directorate Leadership Team.

Requests for procuring high cost care placements from the voluntary and independent sector are scrutinised by the Head of Service for Children in Care and Care Leavers and the Accountant before discussion with the Service Director. Requests are only brought to the Directorate Leadership Team for final consideration and decision once all the requirements for exploring and trying in house alternatives have been met.

In achieving best value (quality and cost) Heads of Services are expected to explore opportunities to support and build the capacity of voluntary and community groups that provide effective support services to children, young people and their families in their local area.

Under the One Vision Partnership Plan, the Council and KCCG are working on establishing integrated commissioning intentions that optimise the use of resources. Opportunities are explored with all stakeholders that are working to improve the life chances of children and young people, including health providers and schools with the aim of closing the gap in outcomes between vulnerable children and their peers, particularly in relation to their education.

The proposal to establish an Alternative Delivery Model to integrate education, early years, children's community health, early help and social care is seen by the 3 Directors responsible for the Council's children's services as the only viable way to continue to improve the effectiveness of services and children's outcomes in the context of rising demand and reduced resources.

## 4. Current Position

Cornwall's children's social care services are currently rated in the top 25% nationally in overall performance and the top 10% in some areas of service delivery, such as youth offending, care proceedings, adoption and support for care leavers. It is the only large authority in the South West Region rated 'Good' by Ofsted. It is in the minority of local authority children's social care services that are not overspending. There are a number of proxy measures for judging the effectiveness of children's social care services. The following table sets out how Cornwall compares, where collected and reported, with the averages for performance among statistical neighbours and the national averages in these areas of performance.

	Indicators	Statistical Neighbours	Cornwall	National 2016	Polarity
1. Activity Data: Numbers of Children and Young People Supported per 10,000 0-17 population	1.1 Common Assessment Frameworks/Early Help Assessments completed (per 10,000)	Not available	43.7	N/A	Bigger is Better
	1.2 Contacts per 10,000	Not available	557.0	N/A	Smaller is Better
	1.3 Referrals to children's social care (per 10,000)	421.4	311.9	532.2	Smaller is Better
	1.4 Section 47 child protection (CP) enquiries (per 10,000)	117.1	70.2	147.5	Smaller is Better
	1.5 Initial Child Protection Conferences (ICPC) per 10,000	60.0	44.0	62.6	Smaller is Better
	1.6 Children who are the subject of a child protection plan at period end per 10,000 0-17 population	38.5	35.9	43.1	Smaller is Better
	1.7 Assessments completed in the period (per 10,000)	Not available	271.6	489.5	Smaller is Better
	1.8 Looked after Children (LAC) at period end (per 10,000)	57.6	39.0	60	Smaller is Better
	1.9 Number of children in need at point in time (excluding LAC and children subject to CP plan)	280.5	275.6	N/A	Smaller is Better
2. Quality of Practice and Timeliness	2.1 % of referrals which are repeat referrals	19.6%	15.9%	22.3%	Smaller is Better
	2.2 % referrals which are No Further Action (NFA)	3.9%	8.5%	9.9%	Smaller is Better
	2.3 % S47s child protection enquiries that are NFA	Not available	41.7%	N/A	Smaller is Better
	2.4 % assessments which are NFA	Not available	40.4%	N/A	Smaller is Better

	2.5 % of single assessments completed in 45 days	79.6%	91.0%	83.0%	Bigger is Better
	2.6 ICPCs completed within 15 days of S47 enquiry	83.0%	88.5%	77.0%	Bigger is Better
	2.7 LAC who had Initial Health Assessment within 20 working days (28 calendar days) of coming into care	Not available	TBC	N/A	Bigger is Better
3 Planning Is Effective	3.1 % of children subject to CP plans for 2 years +	2.7%	1.6%	2.1%	Smaller is Better
	3.2 % of children ceasing a CP plan who were subject for 2 years +	3.5%	4.0%	3.8%	Smaller is Better
	3.3 % children subject to CP plan for 2nd or subsequent time within 2 years	22.0%	12.6%	N/A	Smaller is Better
	3.4 % children started to be LAC who had been LAC within previous 12 months	Not available	12.3%	N/A	Smaller is Better
4. Children Looked After (LAC) and Care Leavers	4.1 Children who had three or more placements in the year	10.1%	16.4%	10.0%	Smaller is Better
	4.2 % LAC that are Unaccompanied Asylum Seeking Children (UASC)	23.9%	<5%	5.97%	
	4.3 % of under 18 population that are UASC	Not available	N/A	0.036%	
	4.4 LAC school attendance	TBC	TBC	N/A	Bigger is Better
	4.5 % Care Leavers in Education, Employment or Training	47.9%	74.0%	N/A	Bigger is Better
5. Adoption	5.1 Avg. days between child entering care and moving in with a adoptive family	486.5	410.0		Smaller is Better
	5.2 Avg. days between court agreeing adoption and Local Authority approving a match	189.2	222.0		Smaller is Better
	5.3 % leaving care who are adopted	17.2%	17.0%	14.8%	Bigger is Better
	5.4 % LAC adopted in year placed within 12 months of decision	Not available	91.6%	N/A	Bigger is Better
6. Virtual School	6.1 % of school age LAC with a Personal Education Plan in the last 6 months	Not available	88.3%		Bigger is Better
	6.2 % of school age LAC attending a Good/Outstanding School	Not available	TBC		Bigger is Better

Children's social care in Cornwall is increasingly recognised within the sector, region and nationally as one of the most improved services from a low base and a leader in many areas of service, including its workforce strategy for the recruitment, progression and retention of children's social Children & Families Service Plan 2018-2022 (Version 3)

workers. Because Cornwall is a low funded but high performing children's social care service it was asked by the Local Government Association (LGA) to be the first local authority to take part in a detailed financial review by Newton Europe, which was commissioned by the LGA to explore the variances in funding and performance across the country.

All members of the Senior Leadership Team have taken part in sector-led reviews, challenge meetings and informal visits to support other local authorities to improve the effectiveness of their children's services.

Cornwall has been selected by the Department for Education (DfE) to pilot the roll out of the National Assessment and Accreditation Scheme for social workers. Cornwall's Director for Children's Services has led on the peer review of one local authority that was struggling to meet the raised inspection standards for children's social care and has been appointed by the DfE as the Commissioner for another local authority that failed its Ofsted inspection. Cornwall has been given a grant of £1.9m from the DfE Social Care Innovation Programme to explore the potential of an Alternative Delivery Model (ADM) to improve outcomes for children and young people in Cornwall in the context of rising demand and reduced resources.

## 5. Our Ambition

Our ambition is to further improve the performance of children's services in improving outcomes for the most vulnerable children and young people of Cornwall and to control costs. We have concluded that in the context of rising demand and reduced resources this can only be achieved by integrating education, early years, children's community health, early help and social care through multi-disciplinary teams under a single management structure and decision-making.

The Council shares a strategic goal with its partners to integrate children's education, early years, community nursing, early help and social care services under the Devolution Deal for Cornwall and under '[One Vision](#)', the children and young people's element of 'Shaping our Future', the Sustainability & Transformation Plan for Cornwall and the Isles of Scilly. All of the public service bodies involved in delivering health and social care services accept that the current arrangements are not sustainable. It is a widely held view that only whole-system integration has any chance of meeting the challenges ahead and offer the best chance of further improving children's outcomes. This drive to integrate has been firmly supported by senior Council officers over several administrations.

The proposal for an Alternative Delivery Model is about creating system where the Council's children's services can go from good to great and in doing so address the wider issues and challenges affecting other non-Council services to children and young people. It is also about responding to the expressed wishes of residents and service users for integrated services.

The 5 priority outcomes that form the bedrock of integration are:

1. Strengthening families and communities
2. Raising the aspiration and educational achievement for children – towards economic security
3. Promoting and protecting children's physical, emotional and mental health
4. Helping and protecting children from the risk of harm
5. Making a positive contribution to the life and contribution of the community

The integration challenge is significant with important responsibilities relating to a typical service pathway for a vulnerable child being held by different public services bodies. Despite some notable success, the development of integrated approaches and services has been piecemeal.

Despite being the primary commissioner and provider of children's services (over 80%) and carrying a disproportionate responsibility and risk for the effectiveness of all children's services under the new Joint Targeted Area Reviews and Inspections, the Council does not have direct control of the full range of children's services. This means that the pathways for families to access the holistic advice and support they need is often fragmented.

The DfE is supportive of the creation of new Children's 'Trusts' to deliver children's services. The Children & Social Work Act 2017 sets out the ambition to promote greater innovation and flexibility in the delivery of

children's services. Driven by this, there is a clear understanding and acceptance among Ministers and civil servants that the development of organisations that focus exclusively on the needs of children and young people can, when properly implemented and governed, enable struggling services the space to improve and encourage high performing services the opportunity to further excel.

The DfE has confidence in the systems and leadership of Cornwall Council's children's services to bring about sustainable improvement through an innovative new delivery model. This has been expressed most tangibly in the award of a £1.9m grant from the DfE to explore an ADM that is designed to make integration happen in Cornwall and to sustain a trajectory of improvement.

More generally, Government is supportive of ADMs to deliver public services. The centrally run 'Mutuals Support Programme' actively supports the creation of new legal entities (public sector owned and fully independent) which facilitate the empowerment of staff and a more innovative and high performing environment for service delivery.

A number of Councils have created or are in the process of creating ADMs for their children's services as the best means of controlling costs and improving performance in improving children's outcomes across a wide range of educational, health and social measures.

## 6. What we are going to do to get there

Our ambition is to further improve the performance of children's services. The following service improvement objectives are intended to improve a wide range of outcomes for children and young people who are at risk of or are experiencing adverse childhood experiences by supporting parents and carers and drawing on the support of wider family and friends. These service objectives incorporate key elements of the 'One Vision' Partnership Plan and key learning from Ofsted Inspections and Joint Area Inspections:

### **Making Integration Happen**

1. Bring the governance of children's services together under the 'One Vision' Partnership Board, incorporating the role and function of the Children's Trust Board (April 2018)
2. Gain Member support for a not-for-profit, Teckal-compliant company wholly owned by the Council as the best and most likely means of delivering integrated education, early years, public health nursing, early help and social care services (May 2018)
3. Jointly with Kernow Clinical Commissioning Group, provide systems leadership to implement the 'One Vision' Partnership Plan working collaboratively with providers and crucially with the participation of children and young people, parents and carers, partners in the voluntary and community sector, practitioners and clinicians to establish joint strategic commissioning intentions to 2022 (July 2018)
4. Further develop multi-disciplinary, place-based teams working in close collaboration with voluntary and community groups, primary care, early years settings and schools, optimising information technology for accessing information, advice and guidance, sharing information and reducing the bureaucratic burden on staff (November 2018)
5. Develop different ways of working with the voluntary and community sector to build capacity to meet the needs of children and families through representative VCSE organisations and local groups (November 2018)
6. Mitigate the impact of the budget cuts on the health and wellbeing of staff and on the quality and effectiveness of services to children, young people and their families (2018-2022)

### **Workforce Wellbeing and Development**

7. Improve the resilience, health and wellbeing of staff through positive supervisor/supervisee relationships, a supportive team culture, high quality supervision that includes coaching, access to high quality professional development and career progression (2018-2022)
8. Recognise and respond to the increased pressures on staff at all levels arising from reduced capacity and increased demand, organisational change and job insecurity. Put in place measures to strengthen individual and team resilience, identify the signs of stress early and take action, Children & Families Service Plan 2018-2022 (Version 3)

working collaboratively with the Occupational Health Service to support individuals to stay healthy at work (2018-2022)

9. Maintain investment in developing the professional capabilities of frontline practitioners and further invest in evidence-based practice as the basis for staff competence and confidence in undertaking their role (2018-2022)

10. Promote reflective supervision, encouraging challenge and professional scepticism as the best means of reducing the risks to children and adults that result from over-optimism by professionals when assessing the impact of maltreatment, especially chronic neglect or abuse arising from parental learning difficulties, mental ill-health, alcohol/drug problems and/or domestic abuse (2018-2022)

11. Further invest in the capabilities of front line managers and staff to understand the impact of equality and diversity issues such as gender, ethnicity, culture, religion, language and disability, on the lived experience of the child and their family and to take positive action to counter the impact of prejudice and discrimination (2018-2022)

12. Reduced rates of sickness absence from the 2017/18 outturn of average days lost per worker (2018/19)

### **Practice Quality and Performance**

13. Implement the revised case audit process and set out expectations in team plans and PDS targets for managers (April 2018)

14. Reinforce the professional expectation and practice quality standard that the child's lived experience is at the heart of assessments, plans and reviews – that they are seen as soon as practicable in an assessment and their feelings and wishes are understood and are shown to influence decisions about their lives (2018-2022)

15. Further improve the quality and consistency of core practice quality standards in assessments and plans, embedding Signs of Safety as the core approach for working with families in assessing and managing risk, setting measures of progress (milestones) and in monitoring the child's progress towards improved outcomes (September 2018)

16. Maintain the agreed criteria and practice quality standards for receiving and supporting refugee families and unaccompanied asylum seeking children.

17. Maintain national position in the top 25% performing local authority children's services overall (2018/19)

18. Maintain national position in the top 10% performing local authority children's services for youth offending (2018/19)

19. Maintain national position in the top 10% performing local authority children's services for meeting Public Law Outline in the timeliness of care proceedings (2018/19)
20. Maintain national position in the top 10% performing local authority children's services for adoption standards (2018/19)
21. Work with partners to achieve a positive outcome to the new Ofsted Inspection of Local Authority Children's Services (ILACS) and any Joint Targeted Area Inspections on neglect, domestic abuse or child sexual exploitation (October 2018 – September 2021)

## 7. How will we know when we get there

### Outcomes for children and young people – proxy measures

22. Maintain a high number of children per 10,000 0-18 years population receiving Early Help >75 (2018/19)

23. Maintain a low percentage of repeat referrals to children's social care <20% (2018/19)

24. Maintain a low number of child protection plans per 10,000 0-18 years population <40 (2018/19)

25. Reduce the percentage of 2<sup>nd</sup> or subsequent child protection plans <20% (2018/19)

26. Maintain a low number of children in care per 10,000 0-18 population <45 (2018/19)

27. Reduce the percentage of children in care with 3 or more placements within a 12 month period <16% (2018/19)

28. Maintain a high percentage of children in long-term care placements >70% (2018/19)

29. Maintain a high percentage of children leaving care to permanent arrangements under Child Arrangement, Special Guardianship and Adoption Orders >20% (2018/19)

30. Maintain a high percentage of care leavers in suitable accommodation >90% (2018/19)

31. Maintain a high percentage of care leavers in education, employment and training >75% (2018/19)

## 8. The Barriers and Risks

### Risk Log

Risk No.	Risk Name	Risk Definition	Score	Planned Actions to Mitigate Identified Risk
CFS1	Reconciling capacity and demand for Children & Family Services in the context of a low funding base	Continued cuts in budgets will increase stress on already stretched services at a time of increased demand for services arising from pressures on vulnerable families due to ongoing recession and welfare reforms – compounded by an increase in statutory duties and raised inspection standards.	L: 5 I: 4 <b>T: 20</b>	<ol style="list-style-type: none"> <li>1. Seek approval for a children's ADM that makes integration happen, achieving efficiencies without cutting services</li> <li>2. Prioritise targeted early help to the most vulnerable children and families</li> <li>4. Continue to invest in evidence-based practice and interventions</li> <li>5. Reduce the bureaucratic burden on frontline staff</li> <li>6. Work with partners to seek additional funding to support voluntary and community groups providing services to children and families</li> <li>7. Monitor activity at the front door closely for early warning signs</li> </ol>
CFS2	Improving recruitment and retention of frontline staff	The ongoing challenge to recruiting experienced, permanent social workers and other disciplines in frontline teams is likely to persist due to the pressures on frontline staff and the age of the workforce.	L: 4 I: 4 <b>T: 16</b>	<ol style="list-style-type: none"> <li>1. Sustain the investment in professional trainee programmes</li> <li>2. Maintain investment in the Core Curriculum</li> <li>3. Continue to improve the quality of supervision for frontline practitioners</li> <li>4. Support the progression of high performing staff along their Career and Qualification Pathway.</li> </ol>
CFS3	Raising the Quality of Practice	Differences in levels of professional capabilities, compounded by a continued reliance on newly qualified and temporary or agency staff, will cause some inconsistency in the quality of practice.	L: 3 I: 4 <b>T: 12</b>	<ol style="list-style-type: none"> <li>1. Continue to strengthen management oversight and the quality of supervision for frontline practitioners</li> <li>2. Continue to clarify standards and expectations for key practice</li> <li>3. Continue to implement the Core Curriculum</li> <li>4. Implement the revised case audit system</li> <li>5. Continue to closely monitor shortfalls through the Core Audit System</li> <li>6. Take appropriate management action in response to serious and persistent shortfalls in practice quality standards</li> </ol>

## 9. Some of Our Achievements in 2017/18

1. The Service has maintained its position as one of the top performing children's social care services in the country. This achievement is recognised regionally and nationally.
2. This achievement is in the context of increasing demand for Children & Family Services and further budget cuts, including the impact of demand pressures and budget cuts in partner agencies. The service has managed this ongoing increase in the demand for children's social care services by helping and protecting more children at an earlier stage and more effectively.
3. As a high performing/low funded children's social care service, selected by the Local Government Association as the first local authority in the work commissioned from Newton Europe to undertake an analysis of the wide differences in the correlation between levels of funding and levels of performance across the sector.
4. The Service is jointly leading the implementation of the 'One Vision' Partnership Plan for children, young people and their families, which establishes the basis for the development of an integrated commissioning strategy.
5. The Service was successful in obtaining a grant of £1.9m, through the Department for Education 'Social Care Innovation Programme' to explore the potential of an Alternative Delivery Model as a way of making integration happen. Overview and Scrutiny Committee for Children and Cabinet both agreed unanimously to proceed to a detailed Business Case on the preferred model.
6. On behalf of the DfE Commissioner the Senior Leadership Team undertook an in-depth review of arrangements, culture and performance of a local authority in intervention by the Department for Education due to a systemic failure of its children's social care services to meet the required standards.
7. Supported a number of other local authorities, regionally and nationally to improve the effectiveness of their children's social care services.
8. The Educational Psychology Service and Autism Spectrum Team have continued to maintain their capacity to support children with special educational needs by further developing their traded offer and successfully meeting income targets.
9. Made a significant contribution to a successful Joint Area Review of Special Educational Needs and Disabilities, particularly the work of the Early Support Service for disabled children and their families, Early Years Intervention Team and Autism Spectrum Team.
10. We increased the number of clinical child psychologists so that the Child Protection Teams have dedicated psychological expertise.

11. Continued to satisfy the requirements of the Department for Housing, Communities & Local Government in the implementation of 'Together for Families', the Troubled Families programme in Cornwall.
12. Further strengthened management oversight and grip on the quality of practice, raising the quality and effectiveness of service provision, further reducing shortfalls in core safeguarding practice by identifying shortfalls early, investigating them and taking appropriate action.
13. Maintained areas of outstanding and good performance, and improved performance in areas identified for further development in the Ofsted inspection, notably child sexual exploitation and 16-17 year olds presenting as homeless.
14. Maintained top decile performance in the revised Public Law Outline.
15. Continued to play an appropriate role in the welcome and support of unaccompanied asylum seeking children and refugee families.
16. Continued to develop multi-disciplinary teams as the foundation for integration, strengthening the contribution of child and educational psychologists to understanding and meeting the needs of children and young people known to children's social care.
17. Increased the capacity of Gweres tus Yowynk (supporting adolescents on the edge of care) to keep young people safely at home or within their wider family and communities.
18. Maintained high performance in youth offending work.
19. Maintained high performance in supporting care leavers.
20. Further increased the number of disabled children and their families benefiting from an innovative approach to identifying need, providing information, advice and guidance at an early stage, based on family strengths, greater self-determination and self-help through direct payments and personal budgets.
21. Led the further strengthening and embedding of 'Signs of Safety' across the partnership as the core, multi-agency approach to working with children, young people and their families to understand and manage needs, risks and family strengths where children are in need of help and protection.
22. Made further progress in developing and embedding the Family Partnership Model as the strengths-based, collaborative approach for working with families.
23. Introduced family assessment and recording in line with our commitment to take a whole family approach to identifying and resolving the problems that are impacting upon the welfare and development of their children and young people.

24. Embedded the changes to the Local Safeguarding Children Board in line with the Wood Review, creating a more focused and dynamic Safeguarding Children Partnership.
25. Further embedded a more systematic approach to the Local Authority Designated Officer role and function in responding to allegations of professional neglect and abuse of children and young people.
26. Further invested in the core learning and development curriculum for frontline social care practitioners as the foundation for high quality practice and extended the offer to early help practitioners and key partners, including practitioners working in commissioned services.
27. Held the 8th Annual Children's Social Work Conference and the 9th Aiming Higher for Disabled Children Conference for parents and carers, practitioners and managers, and two themed conferences on Adolescents, and Working with Fathers involving current research and national speakers.
28. Managed the increased demand for care placements and contained an increase in the children in care population through effective prevention and supporting the contribution of wider family and friends as an alternative to care, in line with the wishes and feelings of children and young people – including re-unification.
29. Maintained high performance in supporting children to achieve permanence through adoption and special guardianship. Maintained top decile performance in adoption standards overall.
30. Maintained the number and range of case audits as the basis for learning from practice, including work with children who go missing, children at risk of CSE and children in care who are subject to three or more placement moves.
31. Provided systems leadership in developing and contributing to Our Safeguarding Children Partnership's Quality Assurance and Scrutiny Panel process. Led in commissioning the second OSCP independent multi-agency case audit on neglect.
32. Undertook further developments of the integrated children's system, involving practitioners in further efforts to reduce bureaucracy and streamline recording, including the implementation of group recording and live performance management information for frontline practitioners, supervisors and managers.
33. Further improved the confidence of partner agencies, other professionals and service users in the quality of the Council's Children & Family Services and the capacity of the service to improve further.
34. Provided systems leadership and secured widespread support from staff, children and young people, parents and carers for the plan to integrate children's education, early years, community health, early help and social care services.

35. Managed vacancy levels, further reduced dependence on agency social workers and revised our systemic strategy for securing an effective children's social care workforce for the future.
36. Made further improvements in the quality of provision and maintained or improved performance, in the context of increasing need and demand for specialist services arising from ongoing recession, welfare reforms and reduced funding for frontline services.
37. Despite further budget cuts (£3.5m) along with increased demand for services, managed service changes and delivery, controlled expenditure, and offset budget pressures in other areas.

## 10. Legislative Framework and Statutory Guidance

Children & Family Services operate within a complex legal framework, supplemented by a significant body of statutory guidance. The primary legislation and guidance include:

- Chronically Sick & Disabled persons Act 1970
- Police and Criminal Evidence Act (PACE) 1984: Code C 3.15
- Children Act 1989
- United Nations Convention on the Rights of the Child 1989
- The Carers (Recognition & Services) Act 1995
- Education Act 1996 (particularly Section 2)
- Housing Grants, Construction & Recognition Act 1996
- The Crime and Disorder Act 1998
- Human Rights Act 1998 Data Protection Act 1998
- Youth Justice and Criminal Evidence Act 1999
- Children Leaving Care Act 2000
- Care Standards Act 2000
- The Carers & Disabled Children Act 2000
- Adoption and Children Act 2002
- Criminal Justice Act 2003
- Children Act 2004
- Code of Practice for Victims 2006 (Victim's Charter)
- Mental Health Act 2007
- Achieving Best Evidence 2007
- Children and Young Persons Act 2008
- Criminal Justice and Immigration Act 2008
- Information Sharing: Guidance for practitioners and managers 2008
- Health Act 2009
- Autism Act 2009
- Equalities Act 2010
- Child Poverty Act 2010
- Care Planning, Placement and Case Review Regulations 2010
- Short breaks statutory guidance 2010
- Health & Social Care Act 2012
- Statutory Guidance to Improve the Wellbeing of Young People 2012
- Legal Aid, Sentencing and Punishment of Offenders 2012
- Working Together 2015
- Children & Families Act 2014
- Special Educational Needs Code of Practice 2014
- Care Act 2014
- Health and Social Care (Safety and Quality) Act 2015

- Childcare Act 2016

Working Together 2015, issued under section 7 of the Local Authority Social Services Act 1970, sets out how agencies and professionals working with children and families should work together to safeguard and promote the welfare of children and young people. This is supplemented by the South West Child Protection Procedures that also apply to all agencies and professionals. The revised Care Planning, Placement and Case Review Regulations 2010 and the accompanying statutory guidance, 'Putting Care into Practice', lays out how the Council and its partners should exercise these functions for children in care.

Working Together 2015 is under revision and scheduled to be re-issued in 2018.

