



Children and Young People's Support and Safeguarding Services Service Plan 2022 – 2025



CYPSSS incorporates seven interconnected portfolios which together with partners provide services for children and families in need of early help, intensive targeted support, protection and care.

Council's Vision – Your East Riding...Where Everyone Matters

The Council is working towards this vision through focus on five priorities and four cross-cutting strategic areas. Our service contributes to those selected below:

| Council Priorities: | Growing the Economy <input type="checkbox"/> | Valuing the Environment <input type="checkbox"/> | Empowering and Supporting Communities <input checked="" type="checkbox"/> | Protecting the Vulnerable <input checked="" type="checkbox"/> | Helping Children and Young People Achieve <input checked="" type="checkbox"/> |
|------------------------------------|-------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------|
| Business Change / Strategic Areas: | People <input checked="" type="checkbox"/> | Digital <input checked="" type="checkbox"/> | Commercial <input type="checkbox"/> | Agile <input checked="" type="checkbox"/> | |

Outlined below are our service-specific priorities and the key actions needed to deliver them:

| WORKFORCE Attract, Recruit, Train, Retain | CULTURE Relational, Restorative, Strengths Based | SUFFICIENCY Responsive, Reflexive, Proportionate | DATA AND QUALITY Reliable, Meaningful, User Efficient | VOICE Engaging, Inclusive, Influential |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1) Maintain a strong market presence which promotes East Riding Children's Services as a good place to work. 2) Competitive total pay and reward offer 3) Ensure proactive, agile responses to staffing demand. 4) Develop practice confidence and competence through a high calibre learning and development offer. 5) Offer excellent career pathways. | 1) Embed the Model of Practice across the whole practice system 2) Position and honour children and families as experts of their lives 3) Nurture leadership at all levels and recognise the 'trim tabbers' 4) Celebrate success as a collective 5) Drive connected, collaborative service delivery | 1) Ensure we have enough, suitable local provision for children who need to live or have a short break outside of their family 2) Improve joint commissioning arrangements, reduce gaps and proactively identify and respond to future need 3) Enough of the right roles with the right people with suitable values, skills and experience to enable manageable workloads | 1) Ensure accurate performance information to provide leaders with a line of sight on trends and practice patterns 2) Collate the right live data to support managers to monitor performance in a timely, effective way 3) Embed the quality of practice framework 4) Use to forecast demand, identify service challenges and practice quality gaps | 1) Embed connected, meaningful client feedback loops 2) Create forums for strong two way communication systems with the workforce 3) Use children, family and workforce feedback to understand quality and improve service. 4) Maintain established keeping in touch spaces to support workforce engagement with the Improvement Journey |

A summary of performance management arrangements to support the above is outlined below:

A monthly 'Line of Sight' conversation between the Chief Executive, Director, Portfolio Holder, Head of Service and Strategic Lead for PII analyses a scorecard of key performance measures and quality of practice information. This is also subject to scrutiny by the DfE appointed advisor and members of the Improvement Board which meets monthly.

Fortnightly performance and practice meetings are held with managers and leaders in the service. This is supported by a wider service quarterly quality of practice meeting

KPIS- % new social work assessments completed within 45 days -Statutory Visiting Timeliness to child in need, subject to child protection and looked after- Re-referral rates- Caseloads- Vacancy Rates- Supervision Frequency – Numbers of CP plans and children looked after.

Portfolio Holder: Cllr Victoria Aitken Key Partners: Police, Health, Education, Adults, Probation,

Key Regulatory/Inspection Bodies: Ofsted



Head of Service: Penny Donno

Strategic Leads:

- Charlotte Hetherington – Early Help and Prevention
- Jo Gomerson – Safeguarding Hub, Assessment and Partnership Hub (SAPH)
- Samantha Matthews – Targeted, Intensive Offer
- Phillipa Holmes – Strengthening and Supporting Social Work
- Sue Nicholson – Corporate Parenting
- Paul Elliott – Participation, Innovation and Improvement (PII)
- Vacant - East Riding Homes

Role and Purpose of the Service

The service forms one third of the Children, Families and Schools Directorate and retains responsibility for children and young people in need of support, help and protection.

Ambition: Our ambition is for all children and young people in the East Riding to be happy, healthy, confident, and safe. We will work in partnership to remove barriers to achievement and narrow the gap so that everyone can reach their potential.

Vision: We will deliver good outcomes for children, young people, and their families through the provision of professionally compassionate, curious, and evidence-based practice that is **outcome focused**.

Mission: To advance excellence in practice by providing leadership, ensuring quality, learning, and strengthening the capacity of our services.



Review of 2021-22: Achievements and Challenges

Below is a summary of CYPSSS's key achievements and challenges during 2021-22:

Achievements

- 2 positive monitoring visits by Ofsted indicate progress is being made against the Improvement Plan
- Establishment of the Participation, Innovation and Improvement Service
- Registration of a new bespoke solo provision for a young person and a second emergency provision in the process of Ofsted registration
- Recruitment of the biggest student social work cohort for first and second placements ever
- Most successful year for care leavers attending higher education at University
- Maintained stability of child protection and children looked after numbers
- Delivery of the Model of Practice to over 80% of the CYPSSS workforce
- Establishment of the Safeguarding in Education Team within the Safeguarding Hub
- Strengthened partnership arrangements through the PITSTOP arrangements in the SAPH

Challenges

- Recruitment and retention of qualified social workers
- Sickness and vacancies have impacted on workloads and reduced ability to meet performance targets
- Implementation of the new electronic case recording system, Azeus
- Availability of suitable foster care homes and children's homes for children with multiple and complex needs
- Significant escalation of cost of agency provision due to limited availability
- Increased demand and escalating complexity in regard to children's social, emotional and mental health needs
- Impact of Covid on workforce morale and emotional wellbeing
- Increased numbers of subject access requests, freedom of information enquiries, data protection breaches, complaints and Ombudsman investigations
- Some internal processes and systems have not best supported the agility required to respond from a proactive position
- Increasing rates of poverty for large parts of the communities has escalated family stressors and increased demand for CYPSSS services
- Reduction of some partner visiting arrangements during Covid and the reduced visibility of children in schools during this time, has created a delayed recognition of hidden harm, domestic abuse and parental misuse of alcohol or substances. This has increased the need for services.



Revenue Budget and Financial Planning

Summary of revenue service budget (net) for the next four years (Council's Financial Plan):

| 2022-23 Budget (£m) | 2023-24 Projected Budget (£m) | 2024-25 Projected Budget (£m) | 2025-26 Projected Budget (£m) |
|---------------------|-------------------------------|-------------------------------|-------------------------------|
| 32,979,360 | 32,384,150 | 30,639,160 | 30,202,240 |

Overview of the individual service budget pressures and savings proposals for the next four years:

| | 2022-23 (£m) | 2023-24 (£m) | 2024-25 (£m) | 2025-26 (£m) |
|------------------|--------------|--------------|--------------|--------------|
| Pressures | | | | |
| | 1.035 | 0.505 | 0.390 | 0.125 |
| Savings | | | | |
| | 0.112 | 1.016 | 2.072 | 0.500 |

Actions/initiatives planned to help deliver service budget targets and saving over the 4 year financial planning period:

| Budget Pressure / Savings Proposal | Action | Lead | Timescale |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------|
| Service realignment –service integration across the directorate and the realignment of responsibilities will further reduce management costs by £0.083m. | Potential reduction in manager post | CFaS Directorate Management Team | 22/23 |
| Transformation of Early Help and Prevention Offer (including Childrens Centres) in East Riding is estimated to generate efficiency savings of £0.500m in 2023-24, £1.000m in East Riding is estimated to generate efficiency savings of £0.500m in 2023-24, £1.000m in 2024-25 and a further £0.500m in 2025-26. | A review of the current arrangements for Children's Centre delivery in the context of a national social care policy review which supports the development of preventative Family Hubs | Charlotte Hetherington | 23/24 |
| Cost of agency placements for children looked after – return of children to local provision with an estimated saving of £0.740m. | Reprovision of use of one of the existing Children's Homes to accommodate up to 4 WTE agency returns | Sue Nicholson | 22/24 |



Key Deliverables 2022 – 2025

| Priority/Objectives | Action/Project | Lead Officer/s | Timescale | Communications Implications | | Progress Update (to be completed later) |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------|-----------------------------|-----------------------------|----------|-----------------------------------------|
| | | | | Internal | External | |
| Change Ofsted ILACS Judgement from inadequate | Improvement and Development Plan | Penny Donno Eoin Rush | Late 2022/early 2023 | x | x | |
| Create revised local provision for children in need of care and reduce number fo CLA in agency provision | Sufficiency Plan | Penny Donno Sue Nicholson Ronnie Hartley | April 2023 | x | x | |
| Development of a whole system graduated emotional wellbeing offer | Emotional Wellbeing Workstream | Sue Nichoslon Charlotte Hetherington Ronnie Hartley | Dec 2022 | x | x | |
| Working with partner agencies to evolve the early help offer into a joint Family Hub offer | Children and Families Partnership Family Hub Strategy to be developed | Charlotte Hetherington Penny Donno Ellie Gray | Sept 2023 | x | x | |
| Delivery of workforce strategy including recruitment and retention offer to reduce use of agency staff | Workforce Strategy Social Work recruitment and retention strategy | Paul Elliott Hollie Troughton | October 2022 and continuing | x | x | |
| Further develop the current performance and quality of practice activity to ensure that sufficient detail and access to live data is available | Azeus Project Board Digital Strategy | Paul Elliott Eoin Rush | Sept 2022 | x | | |



Workforce Planning

The table below provides an initial analysis of CYPSSS's workforce needs and context, which is informed by the Workforce Planning Toolkit, and also informs the Workforce Plan (including learning and development needs) for the period of 2022 – 2025.

| Stage 1 – Change management approach |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Who needs to be involved and how will you engage with them?</i> |
| Improvement Board - East Riding Safeguarding Partnership- Cross section of workforce - Parent Carer Forum/Shadow Improvement Board - Signs of Safety Ambassadors - Managers and Leaders - People's Services - Finance colleagues - Media and Marketing - L&D – organisational development Engagement through workstreams coordinated by the LSCP and Improvement Board governance arrangements |
| Stage 2 – Customer need/strategic environment |
| <i>What are the needs of our customers and what environmental factors will impact on our services?</i> |
| Needs: Early help, targeted support, intensive parenting offers, budgeting, practical assistance, early years and education support, emotional and wellbeing, behavioural change support Environmental Factors: Impact of poverty, unemployment, mental health needs, reduction in other partner services |
| Stage 3 – Design and commissioning of services |
| <i>What services are needed and how would these be best delivered?</i> |
| Parenting, Early help, Counselling, Specialist assessment support (harmful sexual behaviour, domestic abuse, PAMS, AIMS etc), Mental health support, welfare rights, restorative practice, signs of safety, specialist change programme knowledge, motivational interviewing |
| Stage 4 – Defining skills, knowledge and competence |
| <i>What skills, knowledge and experience are needed to deliver these services?</i> |
| Variety of knowledge, skills and experience which includes specialist counselling, parenting, CBT, social work, family group conferencing, youth work, legal literacy, court skills, relational engagement, knowledge of SoFS. |
| Stage 5 – Defining roles and future workforce |
| <i>What new roles and working practices are needed and how will these be achieved?</i> |
| Embedding of relational and restorative approach, Signs of Safety Lead, Informatics Manager, Liberty Protection Safeguards Lead and assessors, Psychology Support and Family Therapist/Systemic Lead. |
| Stage 6 – Gap analysis and planning for implementation |
| <i>What is the current workforce profile and risk, and what learning and development needs have been identified?</i> |
| Risk: Limited social work experience in first line social work teams Leadership succession planning in place as middle line management tiers experience frequent change and shift |



Commercial Opportunities

The table below provides an overview of [Service Name]'s income generation and analysis of current and potential commercial opportunities (where applicable). This analysis will act as a basis for further evaluation of traded services, and where appropriate, development of a commercial plan for each income-generating service where annual budgeted external income is **over £50k**.

| (a) Services/teams that bring in external income | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Questions to be considered: | Comments |
| <ul style="list-style-type: none">• What services do you deliver that bring in external income?• How much income do you estimate to generate for each of these services between 2022-2025 (including expenditure)?• Do you have a business/commercial plan in place for the delivery of this service/these services?• Are fees and charges optimised?• Are there further opportunities to optimise income from these services?• Do you offer discretionary services? If so, is there an opportunity to charge for enhanced discretionary services? | <p>The service does not currently deliver anything that generates external income</p> |
| (b) Services/teams that do not currently bring in external income | |
| Questions to be considered: | Comments |
| <ul style="list-style-type: none">• Are there any potential opportunities identified to deliver services which could bring in external income or to charge for existing discretionary services?• Are there opportunities to provide/charge for any enhanced discretionary services? | <p>If we achieved optimum performance and moved to a position whereby we had a well established estate of residential services alongside practice operating model which maintained our local children at home with their family networks we might be in a future position to commission our beds to other councils for a charge.</p> <p>This is a potential future consideration but not viable due to current need and demand within our own local system.</p> |



Digital Delivery

The table below outlines how CYPSSS will work in a more digital way by 2025 (considering how the service contributes to the strategic digital themes of organisation, customer and place).

| Digital initiatives |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>What projects will be developed between 2022 and 2025 that support digital change?</i> |
| The Azeus agile element Continue blended working arrangements Move in some sites to agile work settings |
| Service outcome focus |
| <i>What outcomes are you looking to achieve through digital transformation?</i> |
| Capacity to use live performance systems and cross refercne current electronic recording systems Ability to have a connected platform to receive and analyse customer feedback Partner use of the portal to in Azeus and direct contribution to assessment |
| Delivery timescales |
| <i>What date range does your work programme cover? When are your deliverables expected?</i> |
| Phase 2 Azeus – September 2022 |
| Voice of the customer |
| <i>What plans do you have to ensure digital design is centred around the customer? Consider the customer strategy promise.</i> |
| Use of customer portal to submit own information into assessments Potential for some meeting attendance vis MS Teams |
| UsDigital skills for staff |
| <i>Linking to the workforce planning section (above) are there any additional digital skills your staff will require to progress with these initiatives?</i> |
| Azeus training and support as an ongoing offer Infomatics lead |



Agile Delivery

The section below outlines how CYPSSS will work in more agile ways by 2025, contributing to the Council's ambition for a modern workforce in a modern workplace and the delivery of Council and service area priorities.

| Agile delivery |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>How you are adopting, or planning to adopt, more agile approaches to service delivery and team operations?</i> |
| Work agile – increased flex and blended working patterns |
| Improved business outcomes |
| <i>How will these new approaches result in improved business outcomes (for example in performance and service-delivery; financial; recruitment and retention; staff wellbeing; and environmental impact)?</i> |
| Ability to work from other places reduces need for travel and enables more effective use fo time which in turn supports worker wellbeing. Reduction in mileage claims |
| Agile checklist |
| <i>Have Team Protocols, taking into consideration the Blended Working Policy and Agile Principles, been discussed and agreed by teams within your service area?</i> |
| Yes |
| <i>Are you satisfied all of your service area's Team Protocols are up to date?</i> |
| Yes |
| <i>When will your Team Protocols next be reviewed?</i> |
| September 2022 |



Equality and Diversity

The table below provides an overview of how the service contributes to the delivery of the corporate Equality Objectives 2020-24 and demonstrates 'due regard' in relation to the Public Sector Equality Duty.

| Equality Objectives | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Objective 1: Council services are as accessible as possible and appropriate to users' needs for people with a protected characteristic | |
| Questions to be considered: | Comments |
| <ul style="list-style-type: none"> • Have you considered the need to carry out an accessibility audit within your services/workspaces (inaccessible spaces would potentially be a breach of the Equality Act 2010 on the basis of disability discrimination)? • What adjustments are required or reasonably made in order to make your service/workspaces more accessible or attractive to a certain group? | Workspaces have been reviewed and are compliant. Could as an organisation more explicitly promote access to audio loop links for people who are deaf and accessibility for those with hearing or guide dogs for the blind. |
| Objective 2: Protected characteristic groups can participate in all relevant consultations and engagement activities, helping ensure their ability to influence the decision-making process | |
| Questions to be considered: | Comments |
| <ul style="list-style-type: none"> • What plans are there to carry out customer/service user consultations or to seek feedback from specific groups? • How are you proposing to do this? | Parent carer forum Foster carer consultations – group forums Access to feedback platforms, engagement through ERVAS with harder to reach communities and groups. e |
| Objective 3: Improve the health and wellbeing of people in the community with a protected characteristics | |
| Questions to be considered: | Comments |
| <ul style="list-style-type: none"> • What needs of protected characteristic groups have been identified? • What activities or strategies are in place to meet those needs? • What actions do you plan to take to reflect and celebrate diversity in your activities/service? • What training/awareness raising have you identified that will help staff provide a more informed and accessible service? | Gypsy and traveller communities in the area have established links with our early intervention and social care teams however further work to establish consistent practice engagement is needed. Our lollipop group engage, support and celebrate with our LGBTQ children and young people. Continued diversity training support across the practice system. Equality training. |

The table below provides a brief analysis of current equality monitoring (as part of the Public Sector Equality Duty requirements) and how this may be used to further to inform service development and improvement.

| Equality Monitoring | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Questions to be considered: | Comments |
| <ul style="list-style-type: none"> • How well do you understand your customer base? • Are there plans to review whether there are any protected characteristic groups who are underrepresented? • What data would assist you in that review? • What support do you need with this? | <p>Effective systems enable us to monitor need and demand through weekly and monthly systems. This could however be better incorporated into quarterly summaries to support trajectory planning and create an improved understanding of our hard to reach groups.</p> <p>We need an infomatics person to collate data into trend analysis to better support leaders in understanding equality data and using to plan services.</p> <p>Promotion of policies and reporting mechanisms continues to be promoted, such as bullying, reporting racism, harassment in all forms.</p> |

The table below outlines the areas of work planned that may potentially require an Equality Analysis (in order to demonstrate 'due regard'), including reference to impacts that may need to be considered and any support needed.

| Equality Analysis | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| Questions to be considered: | Comments |
| <ul style="list-style-type: none"> • What new policies or strategies or areas of service development/change are planned that will require an Equality Analysis (impact assessment)? • What changes in policy or service delivery might be reflected as making a positive difference for protected characteristic groups? • What support/advice do you need with this? | |



Environment and Climate Change

The table below highlights the key actions planned to support the Council to improve its environmental performance and adapt to the impacts of climate change.

| Action | Lead Officer | Timescale | Progress Update <i>(to be completed later)</i> |
|-------------------------------------------------------------|--------------|-----------|------------------------------------------------|
| Increased use of electronic systems over paper | Paul Elliott | Ongoing | |
| Use of Teams reduces need for car journey across the county | | | |
| | | | |

Strategic Risk

Outlined below are the strategic risk/s that are impacted by the work of this service area:

- Workforce – Recruitment and retention of sufficient, suitably skilled and experienced people.
- Sufficiency – Enough of the right provision available in the right place.
- Data – Valid, reliable, timely systems to support practice.
- Implementation of Azeus



There will be performance indicators associated with these strategic risks that will be monitored by the Corporate Management Team.



Service Risk Register (Policy team will populate once Excel Risk Register is complete)

| Risk Ref | Event/Risk Title | Risk Owner | Risk Theme | Source of the Risk | Consequences of the Risk | Scoring 1 (unlikely/low) -5 (likely/high) L=Likelihood I=Impact | | | | | | | | | Controls, preventative and mitigating measures (SMART) | Overall Control Owner | Responsible Controls Managers | Control Effectiveness RAG | Additional SMART Actions if RAG Amber or Red |
|----------|------------------------------------------------------------------------------------------------------------------------------------------|------------|--------------------|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|---|---|----------|---|---|-------------------|---|---|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | | | | Inherent | | | Residual | | | Target / Appetite | | | | | | | |
| | | | | | | L | I | T | L | I | T | L | I | T | | | | | |
| | | | | | | O | T | O | O | T | O | T | O | T | | | | | |
| | Poor decisions made about vulnerable clients | Eoin Rush | Reputational | Complex children and family circumstances require high level of competence and reflective practice. | Impact on individual service users who may not receive the service they need or are entitled to. Potential for serious harm. Poor inspection judgements. Perception of poor decision making could lead to tribunal and ombudsman enquiries | 2 | 4 | | 2 | 3 | | 4 | 3 | | Evidence based assessment and decision making. Monthly quality assurance programme reviews quality and timeliness of work Decisions made by experienced staff with strong manager and leader oversight | Penny Donno | CYPSSS Strategic Leadership Team | | Embedding of systems of QA Embedding Model of Practice Continued external review and monitoring |
| | Failure to consider national, regional and local policies which impact on the service | Eoin Rush | Compliance | Changes in: Ofsted framework Legislation Social care review findings Local and national court judgements | Poor Ofsted ILACS Increased complaints Ombudsman and legal challenges | 2 | 3 | 2 | 2 | | | | | | Regular attendance at the Local Family Justice Board Checks and balances provided through LSCP Partner high support and challenge culture Programme of external peer challenge and partner in practice activity | Penny Donno | Directorate Management Team CYPSSS Strategic Leadership Team Improvement Board | | Recruit a Policy and Development Lead by September 2022 to ensure adequate assistance to retain a line of sight on changes and keep practice system updated. |
| | Needs of customer not well understood and with a lack of sufficiently flexible service delivery model/reaction to proven changes in need | Eoin Rush | Data and Workforce | Changing needs of children and families with vulnerability significantly increasing | Operating model ineffective and unable to meet the needs of vulnerable clients | 2 | 4 | 3 | 3 | | | | | | Outcome analysis and service audits to assess impact. Embedding of service model of practice Monthly quality of practice assurance programme including external peer reviews Performance data dashboards Child protection policies and procedures Staff inductions and CPD Manager and Leader supervisions | Penny Donno | Directorate Management Team CYPSSS Strategic Leadership Team | | Reshaping of the social work offer to be completed by summer 2022 Development of the targeted and intensive offer by June 2022 |

| | | | | | | | | | | | | | | | | | | | | |
|--|-----------------------------------------------------------------------|-----------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|--|--|--|--|--|--|--|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------------------|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Increased need and demand with failure to meet needs at a local level | Eoin Rush | Budget/Financial | <p>Increased demand without increased resources</p> <p>Provision reducing across the marketplace</p> <p>Impact of pandemic continuing</p> <p>Continued demand for UASC support</p> <p>Complexity of need escalating</p> | <p>Increased costs</p> <p>Increased worker caseloads particularly for social care staff</p> <p>Failure to make successful claims against troubled families programme</p> | 4 | 3 | 3 | | | | | | | | <p>Additional placement resources in process fo being configured</p> <p>Service startgey to reduce demand and change conversation to enable children to remain in family networks where safe for them to do so</p> <p>Timeline – Sept 2022</p> <p>Family hubs programme –</p> <p>Timeline Jan – Mar 2023</p> | Penny Donno & Ronnie Hratley | DMT CYPSSS SLT | | <p>Review of commissioning arrangements and development of a placement team</p> <p>Recruitment of a lead for homes</p> <p>Partnership development of recover/step down</p> <p>Targeted support and family hub early intervention</p> |
| | Implementation of phase 2 of Azeus electronic recording system | Eoin Rush | Budget & Compliance | <p>Further impact of implementation on user understanding and correct use of systems to enable accurate report generation</p> | <p>Failure to achieve objectives</p> <p>Increased financial implications</p> <p>Poor data reporting</p> | 2 | 3 | 1 | | | | | | | | <p>Azeus Development Board and Project Planning</p> | Penny Donno | Azeus Project Team DMT CYPSSS SLT CMT | | <p>Review of Newham arrangements to assist learning and inform next phase planning - May 2022</p> |