**Children & Young People Directorate – Statement of Priorities 2018/19**

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| **Introduction**  Our purpose is to make Wakefield a place where people thrive, businesses succeed and visitors are welcome. This Directorate level plan outlines how we are going to support the organisation to deliver our purpose and in particular how we are going to support the delivery of the new Change Priorities of   * Learning Wakefield * Inventive Enterprising Wakefield * Wakefield Wellbeing * Destination Wakefield * Active and Inspired Wakefield   We also want to be a caring ambitious and modern Council and a lot of our directorate level activity this year will be around making that a reality along with supporting delivery of the Change Priorities of Wakefield Wellbeing and Active and Inspired Wakefield.  We should not forget that our ‘day job’ activity is fundamental to how the organisation functions overall. Our service plans will identify activity and improvement we want to make in this sphere as well as how each service will support the priorities for improvement outlined in this document. |  | **One Council**  All that we do is aligned to deliver the Council vision. In delivering that vision we will adhere to the Council’s core values of: Ambition; Integrity; and Respect.  For the children, young people and families we work with, this will be about;  **Helping people to help themselves** – Supporting families to stay together  **Keeping people safe at times of vulnerability** – Creating services that support individuals and enhance their sense of community.  **Demonstrating real impact –** Providing better and more joined-up working with partners, taking un-necessary demand and disproportionately high costs out of the system. Ensuring we always offer the right level of support, provided by the right worker and delivered at the right time.  **Being a forward thinking Council** – We recognise the very real challenges our services have to improve and to do this quickly. We will tackle difficult issues adequately, involve and engage the whole workforce in the process of change and ensure we have fit-for-purpose performance management activities to evidence what we are doing is making a difference.  …………………………. |

| **What good looks like – by March 2019** | **The main things we need to do to achieve this** | **Lead service** | **How this work contributes towards the Change Priorities** | **Who will benefit** |
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| Children and Young People’s Services are well led, our direction is clear and leadership of change is strong. Service improvements are prioritised, the pace of improvement accelerated and sustained. | * Establish robust governance arrangements to ensure senior leaders have a line of sight to the front line. * Empower and support Elected Members to deliver their roles relating to Children and Young People’s Services, including strengthening Corporate Parenting. * Deliver the Wakefield Services for Children Improvement Plan working alongside our partners to address concerns following Ofsted’s focused visit of February 2018. * Develop, implement and monitor our Transformation Plan to continue and embed improvement across our services. * Ensure staff feedback and engagement underpins all improvement activity. |  | Demonstrating real impact / A forward thinking council | Children, young people and their families / partner agencies / CYPS workforce |
| Wakefield has strong partnerships with clearly defined relationships, governance and accountability. | * Clarify the respective roles of the Children and Young People’s Strategic Partnership, Local Safeguarding Children Board and other strategic Boards. * With our partners, ensure thresholds are clearly defined and understood by all partners across Wakefield. * Alongside our partners, deliver more effective Early Help to ensure children are getting the right help at the right time. * Ensure we jointly commission services with our partners where it adds value. |  | Helping people to help themselves / Keeping people safe at times of vulnerability | Children, young people and their families / partner agencies / CYPS workforce |
| Wakefield has a confident, competent and stable workforce who are actively engaged in continuous improvement. | * Ensure a sufficient, competent workforce in place to meet the demands of the service. * Develop and implement a Workforce Recruitment and Retention Strategy. * Develop a communication strategy and ensure staff have opportunities to be fully engaged in improvement. * Implement our Workforce Development Strategy. * Further strengthen our practice model, Signs of Safety. |  | A forward thinking Council | Children, young people and their families / partner agencies / CYPS workforce |
| Children and Young People’s Services has relevant, accurate, timely data and business intelligence that contributes towards the safe and effective operation of services, service design and commissioning. | * Improve the robustness of our data, and the ways in which we engage with and analyse that data. * Complete the implementation of the updated social care record system Care Director ensuring that it is fully embedded and staff are confidently using it to record accurate, quality information. * Use operational data-sets to inform commissioning. |  | Demonstrate real impact | Children, young people and their families / partner agencies / CYPS workforce |
| Consistent high quality practice is in place across Children and Young People’s Services. | * Strengthen quality assurance processes ensuring we have clear policies in place and these are fully embedded across services. * Ensure that all staff know what good looks like with clear service standards and expectations in place. * Ensure all staff receive high quality, regular and reflective supervision including an enhanced offer for newly qualified social workers. |  | Demonstrate real impact | Children, young people and their families / partner agencies / CYPS workforce |
| More children and young people are able to live safely with their families in communities. | * Add capacity to support our Looked After Children, those at the Edge of Care and we have a better range of within district placement options. * Ensure that Children and Young People’s Services practitioners have appropriate caseloads, and that we have the right profile of well trained workers. * Ensure the timely allocation of cases. * Ensure we comply with statutory guidance with all our practice, monitoring performance and challenging where we need to do better. |  | Demonstrate real impact | Children, young people and their families / partner agencies / CYPS workforce |
| Our strong vision and ambitions for children in care and care leavers is clearly defined and outcomes for children are improving as a result. | * Strengthen our Corporate Parenting Committee role and its engagement with children in care. * Ensure we have robust strategies for children in care and care leavers in place and these are implemented and embedded. * Strengthen and improve the quality of our permanency planning. |  |  |  |
| Education & Inclusion Service increases the take-up of free early education and development at foundation stage improves | * Sustain / strengthen quality improvement programme across upper foundation stage / Reception * Increasing Specialist provision for pre-school and KS1 Children | * School improvement & Transformation | A forward thinking Council  Demonstrate real impact | Wakefield children & their families |
| Wakefield children perform well at key stage levels, exceeding what is being achieved nationally. Our Looked after Children perform well in education, and we aim to drive out disadvantage for children at all stages of their school life. Education & Inclusion secure meaningful partnerships with our family of schools and academies. | * Actively support the development of the Schools Trust. * Align resources to focus and target on rapid improvement programmes for KS2 and narrowing the gap. * Maintain the high level of performance achieved in the role of the ‘virtual school’ and specifically the ‘virtual head-teacher’ to ensure CLA achieve their full potential * Align the work of the Virtual School to incorporate the additional duties to support former CLA where identified. * Continue to further develop the traded offer to schools and academies to support engagement with learning & identification of need. * PRUs are graded “Good” or better | * Education & Inclusion SLT * Inclusive Learning | A forward thinking Council  Demonstrate real impact | Wakefield children & their families / partner agencies |
| Wakefield children with SEND and complex needs are offered more choice and flexibility with the services we provide. We will listen to what children and their families have to say and encourage a shared approach to shaping services. We will develop strong and effective partnerships to deliver services. | * Ensure all recording and decision-making acknowledges the voice of the child across education and social care recording * Ensure short breaks assessment are completed within 45 days and personal budgets are promoted positively to families * Develop and deliver a vision and offer for short breaks, in partnership with families * Achieve a positive outcome from the SEND Monitoring Visits to support the CCG to improve the waiting lists for assessment for ASD * Support the development of a pooled budget arrangement with the CCG to enable quicker and more efficient decision-making for C&YP with complex needs * Develop innovative solutions with local providers and partners to meet the needs of more YP with complex need. | * Inclusion & Assessment * Education & Inclusion SLT | Keeping people safe at times of vulnerability | Wakefield children & their families |
| Education & Inclusion Service will listen to staff views and place them at the centre of our improvement journey. Managers will apply constructive challenge, and effective oversight, to continually drive improvements to practice. | * Ensure this plan is shared and discussed at Team meetings. * Audit of case files is regularly undertaken to ensure management oversight, supervision is regular and the voice of the child is evident. * 90% of EHC Plans are completed within 20 weeks. | * Education & Inclusion SLT | A forward thinking Council | Education & Inclusion staff |