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| **Children’s Strategy and Commissioning Service Delivery Plan 2018/19** |
| **Who we are and what we do** The overarching aim of the directorate is to provide a range of positive and enabling services across early help, youth and targeted support programmes. Services work positively and creatively with children, young people and their families to make real differences to lives and life opportunities. Front line activity is effectively supported by a range of business, commissioning and professional services that work to secure service objectives and deliver value..The service includes the following key functions:* Children’s centres and Children First Hubs
* Business development & support, commissioning and workforce development
* Think Family programme
* Liaison and diversion services
* Youth Justice and Youth Support services
 | **Our service challenges*** To define and regulate the relationship and role of Early Help with Integrated Front Door services, children’s social care and agencies across the partnership
* To deliver the Think Family programme, working alongside the challenges of data compatibility and claim targets
* To continue to provide effectively commissioned services within a complex and shifting marketplace
* To tackle, prevent and reduce offending
* To ensure we all able to provide managers and practitioners equally equipped to continually improve practice
 | **Delivering district outcomes**We are committed to working in partnership and delivering the Change Priorities for the district. * **Learning Wakefield**
* **Inventive Enterprising Wakefield**
* **Wakefield Well-being**
* **Destination Wakefield**
* **Active & Inspired Wakefield**

Most of our services are aligned to Wakefield Well-being and Active and Inspired Wakefield so that::* **Children achieve their potential and**
* **Children have the best possible start in life.**

Our contribution to ‘Transforming children’s services’ is aligned to the Inventive Enterprising Wakefield theme. | **Working as ‘One Council’**We will work to the Council vision and be true to the Council’s core values of: **Ambition**; **Integrity**; and **Respect**. We are supported by the Council’s cross-cutting strategies:* **Strong customer focus**
* **Delivering efficient, effective and forward thinking services**
* **Workforce development**
* **Using technology to improve delivery**
* **Effective use of buildings**
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| **Delivering Council and Directorate priorities** |
| **District theme** | **Directorate priority** | **Service priority** | **What good will look like by March 2019 (unless stated)**  | **The things we need to do to achieve this** | **Completion date** | **Accountable officer** | **Linked ‘One Council’ plan** |
| Wakefield Wellbeing | **Demonstrating real impact** | 1. **Improve the robustness of our data, and the ways in which we engage with and analyse that data**
 | 1. Performance management arrangements are strengthened to enable managers to retain a firm grip on performance
2. Performance & Business Intelligence team is able to provide additional resources and specialist skill-sets to support accurate data production and performance monitoring activity
3. A performance driven culture exists, including target setting and constructive challenge.
4. Quality Assurance policies and processes are strengthened and embedded in services across the partnership
5. PBI make full use of partnership data to appropriately tackle service delivery for families meeting Think Family criteria
6. Information management systems capable of effective capture of partnership early help activity
 | • Complete implementation of suite of Children & Young People performance management reports and monitor and challenge performance via Performance Board• Continue to hold monthly Performance Clinics with services, setting targets where appropriate and constructively challenging managers to deliver improvements in performance • New Quality Assurance framework launched and completed audits are leading to improvements in practice• Managers and practitioners have clarity and a consensus over what Good looks like.• Implement a robust learning and feedback loop ensuring compliance and checking audit findings have been implemented• Strengthen resources within PBI Team to develop analytical approaches, supporting services to improve performance, resolve complex issues and inform service developments• Identify opportunities to streamline processes in relation to recording of practice to ensure robust recording of service activity and outcomes delivered for children and young people. | June 2018August 2018July 2018 | Jill Holbert /Susan YatesSusan YatesPam Allen /Jill Holbert |  |
| Wakefield Wellbeing | **Keeping people safe at times of vulnerability** | 1. **Deliver more effective Early Help to ensure children are getting the right help at the right time**
 | 1. Early Help Strategy has been reviewed and refreshed
2. Early Help practice standards are reviewed and updated, with input from Practitioners to promote consistent quality of practice
3. Early Help capacity and expertise is further embedded within Integrated Front Door Service (IFD), including co-located staff and joint training.
4. Agencies across the partnership are ‘upskilled’ to increase their confidence in completing early help assessments and interventions
5. A unified early help assessment framework is in place enabling agencies to capture and share information and share information and provide multi-agency support
6. Early Help dataset is implemented to support improved performance management
7. More Early Help practitioners have been recruited to support the delivery of the wider early help offer
8. Early Help practitioners have a clear continuous professional development framework in place to promote and develop best practice

  | • Early Help Strategy finalised and launched• Practice standards are launched embedded and are reviewed as part of the QA framework• Early Help practitioner is embedded within IFD to strengthen decision making• Universal Early Help practitioners to work with partners to enable them increase completed early help assessments using the Signs of Safety model.• Roll-out of regular programme of CAF training• Early Help dataset produced and embedded across teams• Additional posts recruited to and new post holders in place• Implement early help workforce development strategy• Review of current WeCAF system • Review of early help assessment framework to adopt a more streamlined approach | August 2018 | Catherine O’Melia |  |
| Wakefield Wellbeing | **A forward thinking council**  | 1. **Service priorities are supported by implementing robust and innovative Commissioning arrangements**
 | 1. Resources are identified to research, assess need and commission to deliver specific services to support the safe and appropriate reduction in numbers of Looked After Children.
2. Secure a reduced spend on ‘mother and baby’ placements
3. Arrangements for ‘Pause’ type programme interventions to provide an effective model of support in reducing the numbers of children removed from women’s care
4. Mind of My Own programme (MOMO) is commissioned, supporting corporate parenting strategy and participation.

   | • Develop and implement joint commissioning arrangements, working in partnership where appropriate.• Identify resources, funding and procurement support to deliver specialist commissioned programmes• Identify and utilise performance data to inform commissioning activity. | March 2019December 2018October 2018 | Jane HallJane HallJane Hall |  |
| Wakefield Wellbeing | **Demonstrating real impact** | 1. **Implement the Think Family programme**
 | 1. The number of families that are compliant with the Payment By Results (PBR) requirements of the Think Family programme are increased
2. Think Family Outcomes Plan is utilised to focus activity of partners and improve family outcomes
3. Agencies across the Think Family partnership deliver support in accordance with Think Family principles and are able to access funding for families where they are the lead partner.
4. A sustainability plan is in place for beyond March 2020 when the programme expires

    | • Early Help and programme partner agencies have an increased understanding of the Think Family, and activity is better integrated to support an increase in claim numbers• Ensure the Think Family Outcomes Plan supports wider delivery of Think Family approaches and maximises claims activity• Annual review of Think Family Transformation Plan is completed by the partnership and priority actions agreed including mainstreaming of programme activity | March 2019September 2018 | Catherine O’MeliaCatherine O’MeliaCatherine O’Melia |  |
| Wakefield Wellbeing | **Helping people to help themselves / keeping people safe at times of vulnerability** | 1. **Provision of Youth Support and Liaison & Diversion services**
 | 1. We effectively deliver the Wakefield partnership for youth justice to tackle, prevent and reduce youth crime
2. Work is completed, across the criminal justice system, identifying those entering the justice system with a range of health and social vulnerabilities. Effective support is provided to young people to enable them to access and engage with services
3. We have early identification of young people experiencing difficulties in their teenage years, and we offer support on their path to adulthood and success
4. We publicise and communicate an offer of youth support and positive youth activities
 | • Reduce the use of youth custody to below the national average• To reduce the number of first time entrants to the criminal justice system to below the national average. • To increase the % of liaison and diversion service users reporting improved outcomes to above the national average• Increase engagement with Liaison & Diversion to above the national average•To reduce the rate of youth reoffending to below the national average• Increase the participation by young people in targeted youth support programmes• Increase contact with young people through street based youth outreach programmes• Increase the number of volunteers successfully completing ‘Youth Reach’ training programme | March 2019March 2019March 2019March 2019March 2019March 2019March 2019 | Stephen CroftsStephen CroftsStephen CroftsStephen CroftsStephen CroftsStephen CroftsStephen Crofts |  |
| Wakefield Wellbeing | **Being a forward thinking council** | 1. **Ensure staff feedback and engagement underpins all improvement activity**
 | 1. A Communications Strategy is in place, and staff have opportunities to fully engage with the Improvement Programme
2. Consistent and high quality practice is in place across services, delivered by confident and competent practitioners

  | • Develop and implement a Communications Strategy• Ensure Beate’s Famous Five standards are fully embedded across children’s social care, displayed in all locations and form part of all team meetings | July 2018June 2018 | Jill HolbertJill Holbert |  |
| Wakefield Wellbeing | **Being a forward thinking council** | 1. **Effective workforce development**
 | * 1. We have a highly skilled and experienced workforce, underpinned by a Workforce Development Strategy and up-to-date workforce profile.
	2. The workforce profile informs our recruitment, placement and retention of key practitioner groups
	3. The learning and development needs of the workforce are well understood and informed by a an annual Learning Needs conversation
	4. Our practice model, Signs of Safety is further strengthened.

  | • Enhanced programme for ASYE in place and implemented• Reduced spend on agency staff• Job satisfaction and retention of staff within key practitioner groups is increased• Deliver Signs of Safety EIP 2 programme  |  Sept 2018   Sept 2018   Sept 2019 | Jane Hall / Claire CoxJane HallAnne-Marie Spencer |  |