

Children First Northamptonshire

(NCC Children, Family and Education Services)

Business Plan 2018/19



Children First

Northamptonshire

- **Children First Northamptonshire** is the new name for Northamptonshire County Council's Children, Families and Education directorate
- **Children First Northamptonshire** will deliver a range of statutory, regulated and targeted early help services on behalf of Northamptonshire County Council and reflecting the strategic priorities set out in the 2018 Council Plan
- During 2018/19 **Children First Northamptonshire** will also test the benefits of working through an Alternative Delivery Model; Shadow Board arrangements will be put in place for that purpose, as agreed by the NCC Cabinet in January 2018
- Any future Alternative Delivery Model will be wholly owned by Northamptonshire County Council and will be commissioned to deliver services and outcomes for children and their families as described in this Business Plan
- **Children First Northamptonshire** provides the springboard for transformed services for children and families in Northamptonshire



Our Vision

***Every child in Northamptonshire will live in a safe, stable, permanent home,
nurtured by caring and responsible families
and strong communities***



Our Mission

- **Children First Northamptonshire** wants the best for all of Northamptonshire's children and is specifically dedicated to supporting vulnerable children
- **Children First Northamptonshire** values a highly skilled workforce that is passionate about making a difference for children
- Families are the best place for children to develop. **Children First Northamptonshire** will support families to understand and consider children's needs and put them first



Our Values

- Clear plans
- Ownership of plans & strategies
- Visibility
- Open dialogue
- Informed people
- Confident
- Makes decisions
- Interaction
- Taking time to explain
- Listening & Empathy
- Emotional intelligence
- Reflective
- Adaptable
- Approachable

Good communicators

- Positive attitude
- Solution focussed
- Drives through change
- Belief system
- Leads by example
- Inspirational people motivate others
- Involvement
- Resilient
- Good role model

Inspiration, energy and motivation

Child focussed

- Conversations about the child
- Shows compassion
- Displays curiosity and asks questions
- Manages risk
- **Thinks Family**

Trust and Integrity

- Does what they say they will
- Joint clear vision statement
- Honest and transparent
- Recognises when wrong
- Passion
- Strong values

Solution focussed and forward thinking

- Driven to achieve
- Innovative
- Persistent
- Wanting to make things work – “can do”
- Tackles things head on
- Has a longer term view



Our Strategic Priorities

- Case reviews of high cost placements
- Introduction of Edge of Care Services
- Targeting early help (tier 3 services) to children and families at an earlier stage
- Ensuring a coherent interface with providers of secondary (tier 2) and primary/universal (tier 1) services through an integrated approach to commissioning
- Attention to key stages/ages for biggest impact
- Using evidence-based interventions
- Ensuring sufficiency through good strategic planning and smart resourcing
- Maximising new ways of funding services
- Working with third sector partners
- Working with public sector partners
- Working with private sector partners
- Establishing a Corporate Parenting Charity
- Regular contract review
- Understanding our unit costs and benchmarking ourselves



Deliver Continuous Service Improvement

- Good service user experience;
- High quality of service delivery;
- Simplified processes and procedures;
- Attitudinal change;
- Recognition of success
- High productivity
- Effectiveness across all areas of business

Embed a permanent, confident and competent workforce

- The best people are recruited and their talent is nurtured;
- Learning and development is progressive and robust;
- Leadership is developed at all levels;
- Practice excellence is sought out, expected and shared;
- Progression routes are clear and accessible;
- Pay and reward attracts and retains high calibre staff.

Introduce an improved Organisational Design

- Direct delivery of services unless there is a strong business case not to
- Locality based, integrated multi-professional teams, co-located with partners where possible
- Asset based community development approach

Continue to plan for a new delivery vehicle for vulnerable children

- Launch a new brand for children's services
- Continue all required planning for a new delivery vehicle and test its benefits through a shadow Board arrangement

Deliver services within NCC budget and attract new resources

Manage demand on statutory services through new models of care and targeted early intervention

Our Outcomes

- **ALL CHILDREN ARE SAFE:** All children and young people are safeguarded and vulnerable children are protected from harm
- **ALL CHILDREN CAN ACHIEVE AND ARE READY FOR WORK:** All children and young people experience good opportunities to learn and develop and vulnerable children are given the extra support they need to succeed
- **ALL CHILDREN HAVE GOOD HEALTH AND LIFE CHANCES:** All children and young people enjoy being healthy and vulnerable children and young people are provided with appropriate additional support in order to maximize their health and wellbeing



Our Planning Framework

BUSINESS PLAN – our Business Plan is supported by a suite of detailed documents as set out below:

Performance Plan (Scorecard) - Financial Plan – Workforce Plan – Communications and Engagement Plan - Quality Assurance Plan – Risk Plan – Audit Plan

IMPROVEMENT PLAN and TRANSFORMATION PLAN – our Improvement Plan and Transformation Plan are used to inform our progress which is assessed through our:

Self-evaluation

SERVICE PLANS – by July 2018 each of our Service areas will have a plan that translates through to teams and individuals:

Service Plans – Team Plans – Personal Targets



Our Outcomes, Services and Main Activities

ALL CHILDREN ARE SAFE: Working with others to ensure that all children are safeguarded and vulnerable children are protected from harm

- Providing a safeguarding single point of access (front door) for all agencies and the general public;
- Providing a safeguarding response (risk assessment) to all contacts made through the front door;
- Ensuring the provision of safeguarding information and training to all agencies;
- Providing a Local Authority Designated Officer function;
- Ensuring the provision of safeguarding information, advice, learning and development for children, young people, parents and carers;
- Ensuring the provision of information and advice to the wider public about spotting the signs of harm and how to share concerns about children who may be at risk of it;
- Providing targeted early help to children and families before problems lead to children being in need of statutory services;
- Providing targeted early help to children and families where children are in need and on the edge of care;
- Ensuring children in need of protection are provided with the right support to quickly reduce risks, which can be sustained until families are strong enough to ensure that children are no longer at risk of harm;
- Ensuring children at risk of, or experiencing, child sexual exploitation, gangs pressure, organised crime, Female Genital Mutilation, domestic abuse and other harmful behaviours are provided with additional specialist support and protection;
- Making short breaks available for disabled children and their families;
- Ensuring young carers are provided with additional support;
- Ensuring that children are provided with a safe and loving home environment when the state becomes their corporate parent;
- Recruiting, training and supporting foster carers to meet the diverse needs of children and young people;
- Encouraging foster carers to provide permanence in the placements they offer to children and young people;
- Securing the availability of mainstream residential care for children and young people with specialist needs;
- Ensuring children and young people have access to therapeutic support;
- Ensuring that emergency beds are available when children need them;
- Securing supported accommodation and supported lodgings are available for care leavers;
- Ensuring that care leavers have help and advice made available to them to support their transition into adulthood until aged 25;
- Recruiting and supporting adoptive families and making good matches for children to be placed;
- Ensuring that children and young people are adopted and post-adoption support is offered.



Our Outcomes, Services and Main Activities

ALL CHILDREN CAN ACHIEVE AND READY FOR WORK: Working with others to ensure that all children and young people experience good opportunities to learn and develop and vulnerable children are given the extra support they need to succeed

- Sufficient early learning and childcare places are available across the county;
- Information about early learning and childcare is made widely available to families;
- All families that want it have access to an early learning and childcare place for their children;
- Families are accessing the Free Early Education Entitlement for 3 and 4 year olds;
- Targeted families have information about and are accessing the Free Early Education Entitlement for 2 year olds;
- Children with additional needs can receive support to access early learning and childcare;
- Early learning and childcare places are supported to be good or better;
- Families are helped to support their parenting;
- All children are ready for school;
- Sufficient school places are available across the county;
- Admissions to school places are managed and an appeal process is in place;
- Vulnerable children are protected through the Fair Access Protocol to ensure that they have a good school place;
- Schools are supported to be good or better;
- Young people have access to good 16+ education, training or employment;
- Children with Special Educational Needs have their needs met in mainstream school; when this is not possible, an Education, Health and Care Plan is put in place and specialist provision is made available
- All children make good progress in education and meet their targets;
- Vulnerable children are provided with appropriate additional support in order to maximize their progress, attainment and achievement;
- Children and young people that require Alternative Provision are ensured an offer of at least 25 hours high quality education per week;
- Children in care, care leavers and adopted children are provided with additional help to support their progress, attainment, achievement and readiness for work;
- Young carers are provided with additional help to support their progress, attainment, achievement and readiness for work;
- Schools and early learning and childcare settings are supported to safeguard children;



Our Outcomes, Services and Main Activities

HEALTH AND LIFE CHANCES: Working with others to ensure that all children and young people enjoy being healthy and vulnerable children and young people are provided with appropriate additional support in order to maximize their health and wellbeing

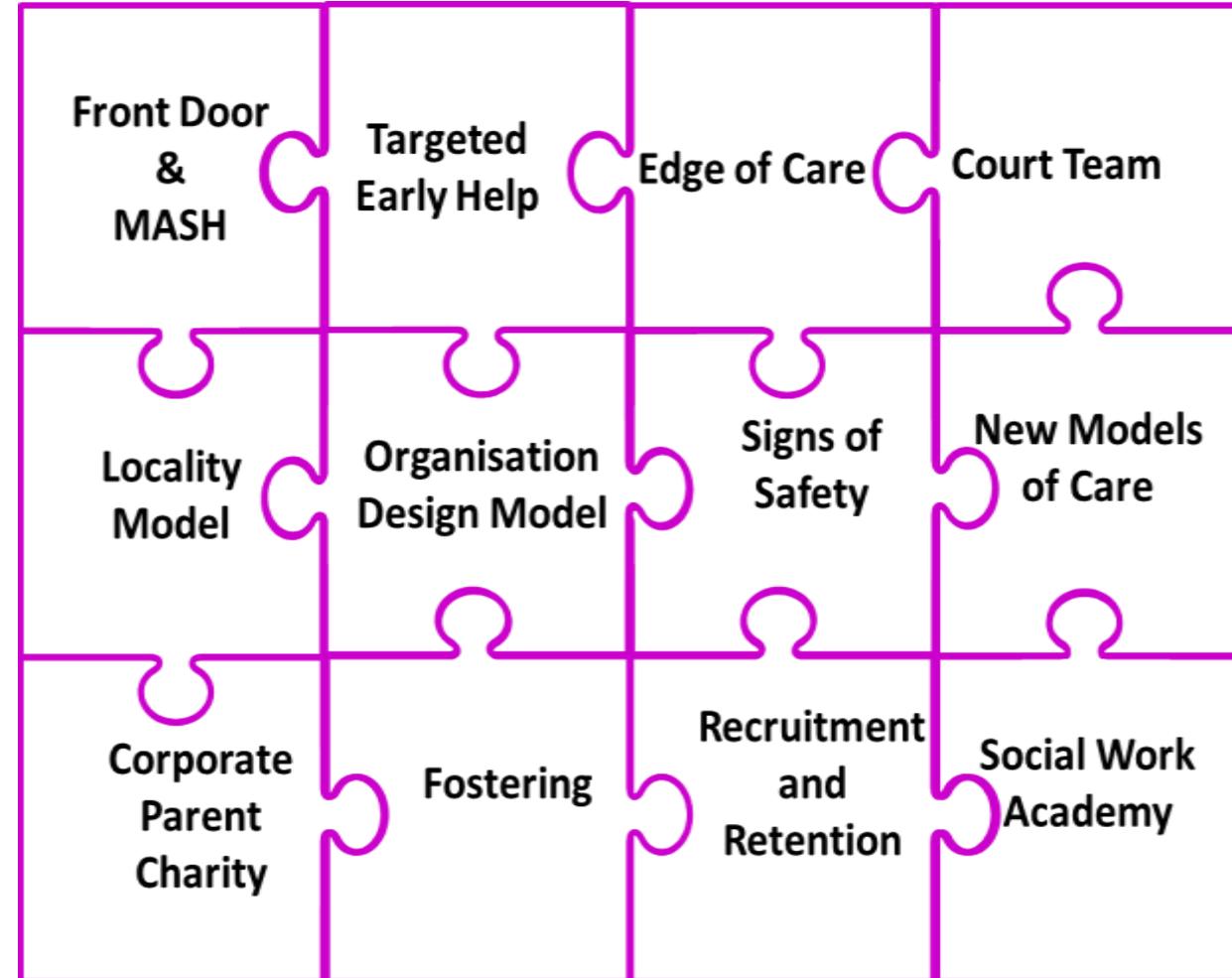
- Families are supported to enjoy healthy lifestyles;
 - Families can access support with parenting;
 - Services are provided to families where there are incidences of domestic abuse, substance misuse, poor mental health;
 - Agencies working with children, young people and their families are provided with training and support to recognize the health needs of vulnerable children and provide appropriate support and services;
 - Agencies recognize the impact of Adverse Childhood Experiences on parenting and provide appropriate support and services to adults that are caring for children and young people;
 - Children in care and care leavers are supported to enjoy good mental health and wellbeing as a result of their involvement in sport and physical activity, arts, music and cultural activities, outdoor activities and play, and other activities that promote positive relationships and connections;
- Vulnerable children are provided with appropriate additional support in order to maximize their health:
 - Children in care and care leavers have regular health checks, including dental checks;
 - Children in care and care leavers have access to therapeutic support to address trauma, attachment issues, poor mental health, substance misuse, and other specialist health services;
 - Children and young people at risk of Female Genital Mutilation are provided with appropriate support;
 - Children and young people at risk of, or who have experienced, Child Sexual Exploitation are provided with appropriate support;
 - Young carers have access to specific support;
 - Disabled children have access to specialist health services and continuing care;
 - Therapeutic services are made available to adopted children;
 - Children and young people in the youth justice system are provided with appropriate support.



Our Organisational Design

During 2018/19 our organisational design will change:

- we will implement a locality model of service delivery by creating integrated, multi-professional teams working from 7 locations across Northamptonshire;
- we will continue to provide services through central and specialist teams where it is effective and efficient to do so;
- we will transform our current service delivery arrangements, as set out opposite, with the support of the DfE Transformation Fund grant;
- we will continue to improve our services as a result of these changes, and our progress will be tested through peer review and inspection.



Our Budget

Children's Services

	2018-19 £000	2019-20 £000	2020-21 £000	2021-22 £000
Prior Yr Base Budget b/fwd	133,747	141,602	146,335	151,772
Inflation	2,496	2,509	2,561	2,603
Service Pressure	11,116	3,998	3,376	3,410
Total	13,612	6,507	5,937	6,013
Efficiencies	(5,693)	(1,500)	0	0
Income Generation	(64)	(274)	(500)	0
Service Transformation	0	0	0	0
Service Reduction	0	0	0	0
Total	(5,757)	(1,774)	(500)	0
Net Budget Requirement	141,602	146,335	151,772	157,785

