

Service Priority Plan 2011/12 and Future Years: Children's Service

Service Statement:

The Children's Service carries out the following functions:

- Children and Families Social Work
 - Child Protection
 - Looked After Children
 - Children in Need

- Children's Resources
 - Fostering
 - Adoption
 - Residential services
 - Short break services
 - Family centre services
 - Childcare partnership

- Educational Psychologist
 - Statutory Psychological Service functions
 - Five core areas of service delivery (i.e. consultation, assessment, intervention, training, research/development at three levels of authority, agency and individual children/young people aged 0-24, families/carers)
 - Sensory and Communication Service for children/young people 0-19, to support access to the curriculum, access to the environment, access to alternatives to print

Summary of Priorities for 2011/12:

- Continue to provide the best possible child protection services for children within the resources available to the service.
- Continue to provide the best possible services to Looked After Children.
- Continue to provide a range of high quality service to children in need (although this may not be the level of service currently provided).
- Continue to support the use of Getting It Right For Every Child (GIRFEC).
- Continue to support children and young people with additional support needs to access the curriculum.
- Continue to improve transition planning in order that children and young people across the service areas will experience successful transition processes.
- Move into new children's home at Quoys (scheduled for 18 June 2011).
- Progress refurbishment of Laburnum House in order to increase staff social space as a result of frequent requests from the Care Commission. Leog House may be used temporarily whilst the refurbishment of Laburnum House takes place to allow the service to continue.

- Continue to develop appropriate resources and supports for children and young people with sensory and communication difficulties.
- Support planning and initiatives to build capacity in staff, parents/carers, children/young people and their communities, promoting resilience and enabling models of service delivery.
- Contribute to the planning and implementation of a participation strategy for children and young people.
- Contribute to the planning and implementation of a workforce development strategy.
- Continue to embed robust and consistent improvement and quality assurance systems within a performance management framework.
- Continue to develop and promote opportunities for all, increased inclusion and participation and secure successful outcomes for vulnerable groups.
- Continue to ensure an effective model of service delivery which meets the needs of stakeholders.
- Develop the Throughcare and Aftercare service to ensure the requisite services and support are in place for all young people who have ceased to be looked after.
- Establish the 'Hub' project which will increase the range of supported accommodation options for young people moving on from care.
- Continue to engage with service users and stakeholders in planning and delivery of services.
- Continue to support the development of sustainable childcare across Shetland.

In 2011/12 this Service is provided by:

- Staff Summary

Service	Staff
	1 Head of Service, 2 Children's Service Improvement Officers, 4 Admin workers
Childrens Resources	1 Service Manager, 1 Manager, 2 Team Leaders, 1 Co-ordinator, 2 Depute Team Leaders, 2 Development Officers, 2 Improvement Officers, 1 Senior Social Worker, 3 Social Workers, 13 Senior Social Care Workers, 37 Social Care Workers, 4 Admin Workers, 1 Handyperson, 3 Play Workers, 1 Family Support Worker, 1.5 Pre-school Home Visiting Workers, 1 Home Link Worker, 5 Pre-school Staff, 5 Breakfast/Out of School Club Staff
Children & Families Social Work Team	1 Service Manager, 2 Senior Social Workers, 7 Social Workers, 3 Trainee Social Workers, 3 Family Support Workers, 1.5 Admin workers
Psychological Services	1 Principal Educational Psychologist, 2 Educational Psychologist, 2 Resource Workers, 2 fte Administration Staff, 1 Temporary Educational Psychology Assistant. Sensory and Communication Service line managed temporarily

	by the Principal Psychologist has a staffing of ASN outreach staff i.e. 1 Principal Teacher, VI, 4 fte Teachers VI, 1 Teacher HI and communication, 1 Teacher communication, 3 ASN auxiliaries (technology)
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- **Assets Summary**

Office space at:

- Fort Road
- 2 & 4 Bank Lane
- 91-93 St Olaf Street

Buildings:

- Leog
- Laburnum
- Windybrae
- Temporary property, 97 Sandveien
- Bruce Family Centre
- Quarff School
- 37 Haldane Burgess Crescent
- Temporary property in Nesting
- 23 Grodians, Quoys

- **Finance Summary**

TOTAL BUDGET 2011/12: £7.2 m (including recharges)

1. Service Standard:

- The Children and Families Social Work function is inspected by SWIA and HMIE which will soon be amalgamated to be SCSWIS.
- Specific national inspections, statutorily on an annual basis.
- Fieldwork function inspected less often.
- Voluntarily registered with the Care Commission, but due to limited resources this could not continue, so Quality Assurance is now undertaken through the Service's self-evaluation.
- Since 2008, the quality grades across all service areas in Children's Resources have shown consistent improvement. Last year's inspections were all good, very good and excellent.

2. Strategic Service Risk Assessment

2.1 Legislation



The statutory social work and psychology functions are governed by various pieces of legislation including: Social Work (Scotland) Act 1968; Children (Scotland) Act 1995; Education (Scotland) Act 1980.


There is also a raft of secondary legislation and guidance including the Adoption Act, Looked After Children Regulations, and the National Care Standards.

There are no significant changes to legislation which will affect the service in the near future. The new adoption legislation is being phased in so there are a few adjustments to be made to the service. Post-adoption support legislation may also be introduced, but has not been confirmed yet. New Looked After Children Regulations are also forthcoming.

2.2 Strategic Priorities

SOA/ Corporate Plan Outcomes and Progress (October 2010 to March 2011):

C.2 Strengthening Communities				
C.2.4 Percentage of young carers with their assessed needs being met	Children's Services / VAS	01/11: 26 Young Carers identified. All have had an assessment.	To be established.	26 Young Carers identified. All have had an assessment Research into identification of young carers and how to meet their needs due for completion and presentation in the coming months.
Sf.1 We will retain the current high level of community safety, but will continue to a) reduce crime; b) tackle serious crime; c) make the roads safer; d) maintain public order; and e) protect adults and children from harm and exploitation.				
Sf.1.2 Number of incidents of domestic abuse throughout Shetland	Northern Constabulary	2007/08: 48 2008/09: 76 2009/10: 48	Unable to establish until confidence in reporting levels reached	→ 2010/11 (up until 25.11.10): 38
Sf. 1.6a Maintain positive child protection inspection reports at an evaluation of at least good in the four key quality indicators	Child Protection Committee	2009: maintaining an evaluation of good in the four key quality indicators	Maintain	→ 100% One inspection report carried out in 2009/10, which was positive. a) This will come from Inspection Reports

Sf.1.6.b All children with an identified need for a GIRFEC plan have one in place by end December 2010.	Children's Planning Group	To be established	All in place by end of December 2010	<p>→</p> <p>All children on the Child protection Register, and all Looked after Children have a GIRFEC.</p> <p>All children in need who have open cases to social work SHOULD have a GIRFEC plan.</p> <p>Other agencies are beginning to use GIRFEC when needed.</p>
<p>St.3 We will sustain and, where necessary, grow the number of childcare places, to meet identified need</p> <p>The Council helps by making available Council owned property at as competitive rent as possible.</p>				
Baseline	Target	Progress at October 2010		
2009/10: 29 active childminders registered in Shetland	Retain viable childcare business Increase number of viable childminders	<p>→</p> <p>2010/11: 24 active childminders registered in Shetland Viability of childcare businesses improved</p> <p>Support for Childcare Scheme introduced</p>		
2010/11 Min cost: £2.10 hour Max Cost: £4.44 hour	Reduce differential	<p>→</p> <p>Report was prepared but highlighted a number of questions. A Shetland wide survey has been completed and will inform the way forward.</p>		

2009/10: current gaps for Whalsay, Unst, Yell, West-side	Provision matches population hubs.	<p>↗</p> <p>2010/11: Unst and Yell increased opening hours to fill gap; No progress in Whalsay</p> <p>Three new childminders in Westside meets the need there.</p>

SINGLE OUTCOME AGREEMENT ACTIONS		
Action	Lead Responsibility	Timescale for Completion
Deliver on Parenting Strategy	Children & Young People's Strategy Group (Head of Children's Services, SIC)	For implementation from April 2011 onwards
To support the Shetland Domestic Abuse Partnership to tackle the issue of domestic abuse throughout Shetland and to raise awareness of this issue with professionals and the wider community	Shetland Domestic Abuse Partnership Chair: Stephen Morgan Co-ordinator: Jenny Wylie	Ongoing and on target Training Plan currently runs until March 2011 A training plan for 2011 / 2012 is being developed with NHS Shetland to increase efficiency in delivery. A public awareness campaign is also being designed for implementation alongside the training.
Secure more cost efficient and effective premises for North Isles Childcare in Yell and in Unst	Strategic Group	2011

Work towards sustainable Childcare Services in Lerwick	Strategic Group and Childcare Partnership	2011		
Work in Partnership with SIC Development Unit to implement Financial Support for Childcare Scheme	EDU Childcare Partnership	2011		
CORPORATE PLAN				
St3.1	Implement the Childcare Strategy: to increase the sustainability of wrap around childcare and equalise the cost between the public and private sector Target: Improved access to buildings Target: Zero differential between charges	Head of Children's Services	March 2012	AMBER Improved access to buildings is ongoing on a "case by case" basis. Good examples in the North Isles and ongoing work in Lerwick. Zero differential between charges requires further work. Initial attempts to look at this raised as many questions as solutions.
St3.3	Sustain and / or increase childcare provision in Lerwick Target: Long-term sustainable model of childcare provision in Lerwick	Head of Children's Services	31 March 2012	GREEN Audit of provision and needs for Lerwick completed. This has now been extended to a Shetland wide audit as the links are significant. This work should be completed by end of June 2011. Recommendations will then come from this. There is also a specific piece of work ongoing around the use of Old Craigilea for childcare purposes. This work should be completed and reported to Committee around September 2011.
Sf1.2	Greater Shetland-wide awareness of the	Head of Children's		AMBER

	<p>issues and impact of domestic abuse</p> <p>Target: Sustained public relations and multi-agency training programme</p>	Services	March 2011	<p>A training plan has been developed and the first session is due to be delivered in April 2011. This will be evaluated and any necessary changes made to the course.</p> <p>The Scottish Government has stopped the “ring fenced” funding for Domestic Abuse training so work is ongoing to ensure the most efficient way of delivering this locally.</p>
C1.1	<p>Holistic to addressing vulnerable young people and their families</p> <p>Target: All children with an identified need have in place a GIRFEC plan</p>	Head of Children’s Services		<p>GREEN</p> <p>All children who have been identified as requiring a “Child’s Plan” have one in place. The ongoing implementation is going well. As at the end of March 2011 there were 32 new GIRFEC assessments ongoing out with the social work arena.</p>
C1.2	<p>A choice of placements available for children requiring foster care</p> <p>Target:</p> <p>12 households</p> <p>15 households</p>	Head of Children’s Services	<p>March 2011</p> <p>March 2012</p>	<p>GREEN</p> <p>Target achieved for 2011, 12 fostering households with an additional 10 kinship households.</p>
C1.4	<p>Appropriate level of service in place to support young carers</p> <p>Target: Young carers supported</p>	Head of Children’s Services	September 2010	<p>AMBER</p> <p>The research project has been delayed, but should now be completed by the end of May, with recommendations to follow.</p> <p>VAS has had their stage 1 bid for Big Lottery funding accepted and are awaiting the result of the stage 2 bid.</p>

2.2 Financial:

Net Revenue Budget for 2011/12: £6,642,311

Estimated Outturn 2011/12: £6,500,000

External Funding Achieved: £22,500

Actions to deliver savings and Assessment of Progress/Meeting Targets:

All savings approved as part of the Budget Reduction Proposals for 2011/12 are on target:

Proposal Detail	Approved Savings	Actual Savings
Service efficiencies in Children's Services (part double counted in estimates process)	189,542 Revised: £128,515	Revised: £141,227
Reduce Operational Budgets (training, subsistence, learning materials and equipment)	8,000	8,000
Review of current arrangements for the Fostering and Adoption Service. <i>[Achieved in 2011/12 through other means]</i>	4,633	Green
Review of current arrangements for the pre-school and out of school clubs held at Islesburgh.	To be quantified	
Review of current arrangements for family centre service.	0	
Review of current arrangements for inclusion services by ensuring all services provided to children have an "inclusive" ethos.	0	
Delete 4 Social Care Worker Posts. These post are vacant but removal will mean no further development of the service. Once new build is completed we would need to recruit in order to deliver against assessed need.	108,567	128,518 [Over achievement of £19,951]
TOTAL	310,742	326,060

2.3 Capital Assets:

There are pending changes over the coming years, including the planned move of Social Work to the North Ness, and uses for Leog House and Quoys.

2.4 Community Issues / Stakeholder Issues:

Seeking the views of service users and stakeholders continues to be an important part of ensuring service delivered meets the needs of individuals and local communities. Children's Resources plan another consultation event later this year for this purpose.

Seek empowering models to improve capacity in families/communities.

2.5 Staffing:

Continuing to maintain very good quality services, which meet the needs of children and young people is challenging in a climate of significant financial constraints. This year, Short Breaks Services have lost four social care worker posts. This will impact on service delivery and particularly on plans for the new build. Staffing ratios across many services in Children's Resources are set by the Care Commission (now SCSWIS) and managed in relation to need and risk.

Maintain qualified staffing levels to deliver services.

Continue to monitor staffing levels required to meet assessed and predicted need.

Sickness / absences – ensure return to work interviews are carried out.

Not all posts are filled at with the right people, in the right places, at the right time, therefore fluidity of service will be looked at.

2.6 Systems / ICT:

Continue to work alongside the Data Sharing Partnership to identify a multi agency information sharing system.

Ensure appropriate upgrade or replacement of SWIFT.

Updates to systems and ICT required in order to meet the needs of the service. Discussions ongoing regarding local provision of ICT system.

2.7 Summary of Known Risks:

Maintaining statutory service provision with ongoing budget constraints.

The main risk in Children's Resources would relate to a reduction in the workforce should this be required in order to deliver savings. We seek to ensure children and young people are well cared for and supported in their development by an appropriately qualified, experienced and consistent workforce in line with legislative and regulatory requirements.

Children and Young people may be left at risk if services were not available. Similarly communities, children, young people and families may be at risk should there be no available resources.

The changing nature of human needs continually affects service delivery; at times the service has to request funding from the Council retrospectively.

Summary of Priorities for Future Years:

- Consider options for new build unit for Short Break Service, taking account of the Lerwick Asset Strategy.
- Consider options for Family Centre Service, taking account of the Lerwick Asset Strategy.
- Move into new Office accommodation at North Ness.
- To continue to protect children at risk of harm
- To continue to deliver good services to LAC and CIN
- To continue to improve early intervention
- To continue to work collaboratively in the embedding of GIRFEC.