

1. Service Definition:	CHILDREN AND FAMILIES AND CRIMINAL JUSTICE SOCIAL WORK A. Children and Families social work teams (East, West, Access). B. Placement Services. C. Youth Justice. D. Criminal Justice. E. Community Justice. F. Out of Hours team. G. Reviewing team. H. Associated business support. I. Cala (managed on behalf of children's service by adult services). J. commissioned services
2. Service Resources:	REVENUE BUDGET: £19,276,000 FTE: 148.37

3. What have we identified for improvement in 2020/21	Recovery & Renewal (tick if app)	What evidence did we use to identify this improvement? Please add benchmark information wherever available and relevant to the improvement.
Our social work approach to how we work with people	<input type="checkbox"/>	LGBF on our numbers of children who are not living with their own families or in a family setting; learning from complaints; Effective and regular monitoring of available data to influence service delivery.
Our approach to commissioning	<input type="checkbox"/>	Contracts requiring to be reviewed; financial imperative to release savings identified through budget setting; refresh contracts that have been in place to ensure they are meeting the outcomes for children and their families; costs of placements; having to source places for children to stay in away from Moray; our Out of Area budget remaining at £6.5M, funding a very small number of people often in places far from home.
Keeping children who can't stay with their families in Moray	<input type="checkbox"/>	Independent Care Review findings and associated actions. Above two boxes of evidence are equally relevant here too.

4. Strategic Outcome or Priority	Action	Planned Outcome	Recovery & Renewal	Outcome measures	Completion target	Lead	Priority Rating (1 high 3 low and 4 for ongoing, 5 for on hold?)
<p>(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be</p> <p>CSP Priority 4; Improved outcomes for looked after and care experienced children and young people.</p>	<p>1. Children and young people looked after in kinship and foster care and care at home increases.</p> <p>2. Time taken and number of placements a young person experiences before achieving permanence reduces.</p>	(L) Children and care leavers have safe, secure, stable and nurturing homes	Services continued to be provided during the course of the COVID-19 pandemic as per statutory requirement.	<p>1. Increase the number and range of fostering households.</p> <p>2. Increased % of children in foster, kinship and care at home.</p> <p>3. % of brother and sisters remaining together within the same Foster Care placement.</p> <p>4. Reduction in drift and delay as measured by PACE data.</p> <p>5. Reduction in the number of children moving placement within the reporting year.</p>	<p>March 2023</p> <p>Targets adjusted annually and measured by a suite of performance indicators.</p> <p>End of plan (March 2023) target set at comparator authorities' median value.</p> <p>Annual Milestone improvements to measure progress to target.</p>	Tracy Stephen (Interim head of service)	1 & 4
<p>(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be</p>	<p>1. Improve the identification and monitoring of care leavers and care experienced young people in the youth and criminal justice systems.</p> <p>2. Reduce any over representation of care leavers and care experienced young people in the youth and criminal justice systems.</p>	(L) The number of looked after children and care leavers who enter the youth and criminal justice systems is reduced	Services continued to be provided during the course of the COVID-19 pandemic as per statutory requirement.	<p>1. Process in place which is consistently adhered to.</p> <p>2. Reduce the % of care experienced young people in the youth and criminal justice systems.</p>	<p>March 2021</p> <p>March 2023</p>	Tracy Stephen (Interim head of service)	1 & 4

(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be	1. Children and young people feel secure and supported in their relationships	(L) Looked after children and care leavers are enabled to maintain positive relationships with their family, friends, and other trusted adults.	Services continued to be provided during the course of the COVID-19 pandemic as per statutory requirement.	1. Baseline data to be collected to measure improvement. 2. % of Looked After Children report they feel more able to maintain positive relationships with family, friends and other trusted adults.	March 2021 March 2023	Tracy Stephen (Interim head of service)	1 & 4
(L) Building a better future for our children & young people. (CP) Our People: Opportunity for people to be the best they can be	1. Intervene at the earliest opportunity to minimise the impact of neglect on children and young people. 2. Intervene at the earliest opportunity to minimise the impact of parental substance use on family wellbeing. 3. Intervene at the earliest opportunity to minimise the impact of domestic abuse on children, young people and parents	(L) Children live in safe and supportive families (CP) Improved outcomes for our most vulnerable young people and families.	Services continued to be provided during the course of the COVID-19 pandemic as per statutory requirement.	1. % of young people who report feeling safe as a result of an intervention in the reporting year. 2. Number of children on child protection register. 3. Number of children on the Child Protection Register (per 1,000 of 0-15 population). 4. Reduction in the % of children on the Child Protection Register as a result of Neglect concerns. 5. Reduction in the % of children on the Child Protection Register as a result of Parental Substance Misuse concerns. 6. Reduction in the % of children on the Child Protection Register as a result of Domestic Abuse concerns. 7. Number of children with child protection orders (per 1,000 of 0-15 population)	March 2023 Targets adjusted annually and measured by a suite of performance indicators. End of plan (March 2023) target set at comparator authorities' median value. Annual Milestone improvements to measure progress to target.	Tracy Stephen (Interim head of service)	1 & 4

				8. Number of children Looked After (per 1,000 population) 9. Number of children referred to Children's Reporter - non offence (per 1,000 0-17 population)			
5. Service Level Outcomes or Priorities	Action	Planned Outcome	Recovery & Renewal	Outcome Measures	Completion Target	Lead	Priority rating
Instigate transformational change programme	1. Complete Intermediate business case and get authorisation to progress with programme	The whole system has a clear road map to understand the change required to support children and families the way they want to be supported	Services continued to be provided during the course of the COVID-19 pandemic as per statutory requirement.	Change programme is underway.	April 2021	Andy Doneghan	1
	2. Initiate the three work streams within the transformational change programme	1. Our practice model changes.	Services continued to be provided during the course of the COVID-19 pandemic as per statutory requirement.	1. Families report feeling supported in how they look after their children.	March 2022	Tracy Stephen (Interim head of service)	2
		2. Our commissioning model changes.		2. Contracts with commissioned services are explicit in what is expected of them to meet individual outcomes for the child or family they are commissioned to support.	March 2023	Commissioning and corporate parenting service manager	2
		3. Our children return to Moray		3. Children return to live in Moray from where they currently live.	March 2022	Tracy Stephen (Interim head of service) in conjunction with commissioning and corporate parenting manager.	2