

YOUNG PEOPLE OVERVIEW & SCRUTINY COMMITTEE

11th November 2011

CHILDREN'S SOCIAL CARE TRANSFORMATION

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The transformation will strengthen frontline social work, deliver savings from administration, buildings, and senior management, and reduce the overall cost of child placement.

The transformation has three main purposes. First, it will create a service that puts more emphasis on earlier interventions and on work with whole families. Second, it will improve outcomes for children and families, and hopefully reduce the numbers of children who enter care. Third, because of the financial challenges facing the county council, the restructure will create a service that costs less to run than at present.

Five key principles have guided the development of the proposals. These are:

- Wherever it is safe to do so, children and young people should live with their family
- Families in need should receive the right support quickly so that fewer children either enter care or become subject to child protection proceedings.
- Apart from cases of neglect or abuse, children should be looked after for an initial period of no more than 28 days, and during this period the family should receive lots of support to help them reach a better situation in which the child can return home safely.
- The service will keep costs under control and always work within its budget.
- Support for children and families provided by children's social care should be properly joined-up to services provided by other parts of the directorate.

As a result of the transformation the Children's Social Care service will:

- Continue to safeguard all children, young people and families.
- Continue to protect vulnerable children and young people.
- Improve outcomes for families.
- Support a culture of continuous improvement.
- Be more evidenced based.
- Strengthen frontline social work practice
- Ensure greater consistency of social work practice across all teams and areas.
- Be more efficient
- Be accessible and make resources available at all times of need (including evenings and weekends where possible).
- Retain and attract high calibre and well motivated staff.
- Ensure effective work with other services that support children and families.

WHAT WE WANT TO IMPROVE

There are many good things about the current service and the support it provides to children and families. Over the last two years the children's social care service has already changed and improved a lot. The transformation will build on these improvements to make an even better service. The main improvements that transformation is attempting to achieve are to:

- Reduce the number of children and young people who become looked after.
- Reduce the number of children and young people who have a child protection plan.
- Increase the range and swiftness of support for families.
- Improve permanency planning for families and reduce disruptions in placements.
- Reduce bureaucracy
- Raise aspirations for families.
- Increase work with the whole family rather than just with individuals: embedding the 'think family' ideas and approaches
- Strengthen social work skills, improve staff retention, and create opportunities for promotion and professional development.
- Increase the amount of time that practitioners spend in the field working with families
- Reduce the amount of time that practitioners spend in the office and working on ICS.
- Produce greater consistency in management and social work practice across the county.
- Improve commissioning arrangements for looked after children placements.
- Improve quality assurance processes
- Improve support arrangements for newly qualified social workers.
- Improve out-of-hours support
- Reduce staff mileage costs
- Reduce the need for some office buildings
- Strengthen links with the Youth Justice Service

To help develop the proposals, a lot of information about the way the service operates at the moment has been analysed. The information considered includes:

- Analysis of how good all aspects of the service are.
- Inspection findings.
- Views of managers and staff.
- The impact of service restructures in other parts of the directorate.
- Identification of service user needs and gaps in current provision.
- Feedback from service users.
- New legislation and guidance.
- Research on best practice and evidence based interventions.

OUTLINE OF THE PROPOSED NEW SERVICE

The new service will be based on four geographic 'hubs', these are Scarborough and Ryedale, Harrogate and Craven, Hambleton and Richmondshire, and Selby. Although other geographic areas have been looked at, these four best reflect the patterns of need within the county. These areas are not the same as those used by other CYPS services, such as Integrated Services and the new Youth Support Service, but the intention is for children's social care to link well with these other services.

Each hub will contain an 'Intake and Impact' team to deal with referrals and initial assessments, a short-term team to provide rapid early interventions for families in difficulty, and a longer-term care team to deal with child protection and looked after children cases.

Front line social work teams will be supported by new Team Support Workers who will ensure smooth running of the teams and be a first point of contact for families. Case Support Workers will provide technical support by resolving ICS issues and keeping cases moving through the system, so that practitioners can spend more time in the field and less time in the office on ICS. Team Support Workers and Case Support Workers will free-up front line workers and managers to focus on social work practice and direct contact with children and families

Social work teams will have stronger management arrangements, with new Team Manager, Assistant Team Manager and Senior Social Worker roles.

All service areas will be supported by better early intervention services. These early interventions will be built on evidence based practice and be delivered consistently across the county. This work will be led by a new senior post: Head of Effective Practice and Quality Assurance. This post will ensure that services are consistent, meet high standards, and are evidence-based.

Other changes include:

- There will be fewer senior management posts
- CAMHS professionals will be located within some teams
- Administrative support arrangements for children's social care will become part of the new business support arrangements for the whole directorate. There will be a reduction in existing children's social care administrator posts although some of these will remain to undertake routine tasks.
- Service provision in the area of Leaving Care will be strengthened by the re-designation of Personal Advisor posts as Pathways Case Workers and the introduction of a Leaving Care Pathways Manager.
- The Virtual School service will transfer to Children's Social Care, subject to consultation.
- There will be new support workers in each district council housing department to prevent young people becoming looked after because they are homeless.
- There will be new Contact Facilitator posts

- There will be a reduction in the Job Evaluation grading of Family Support Workers, to reflect revised responsibilities.
- The locality Family Support Workers will transfer from Children's Social Care to Strategic Services.
- The Disabled Children service will move to Access and Inclusion as part of the new SEND service. This is a separate transformation project led by Andrew Terry, Assistant Director for Access and Inclusion.

SAVINGS

The savings associated with the new children's social care transformation will come mainly from changes in working practices rather than from staffing reductions. Costs will be reduced by adopting new ways of working so that families in difficulty receive support earlier and before they reach a crisis situation, fewer children enter care, and those children who do enter care are able to return home more quickly.

The new staffing structures will deliver a cost saving of around £100k! The precise figure is subject to confirmation.

CONSULTATION

We will be consulting with all our service users across the Harrogate, Riccall, Knaresborough, Gargrave, Ripon, Scarborough, Northallerton, and Catterick.

Children, young people and parents / carers will be consulted on the proposed new service, probably in early 2012.

Subject to the outcome of the consultation process, the transformation proposals will be implemented from **1st March 2012**.

7th March 2012

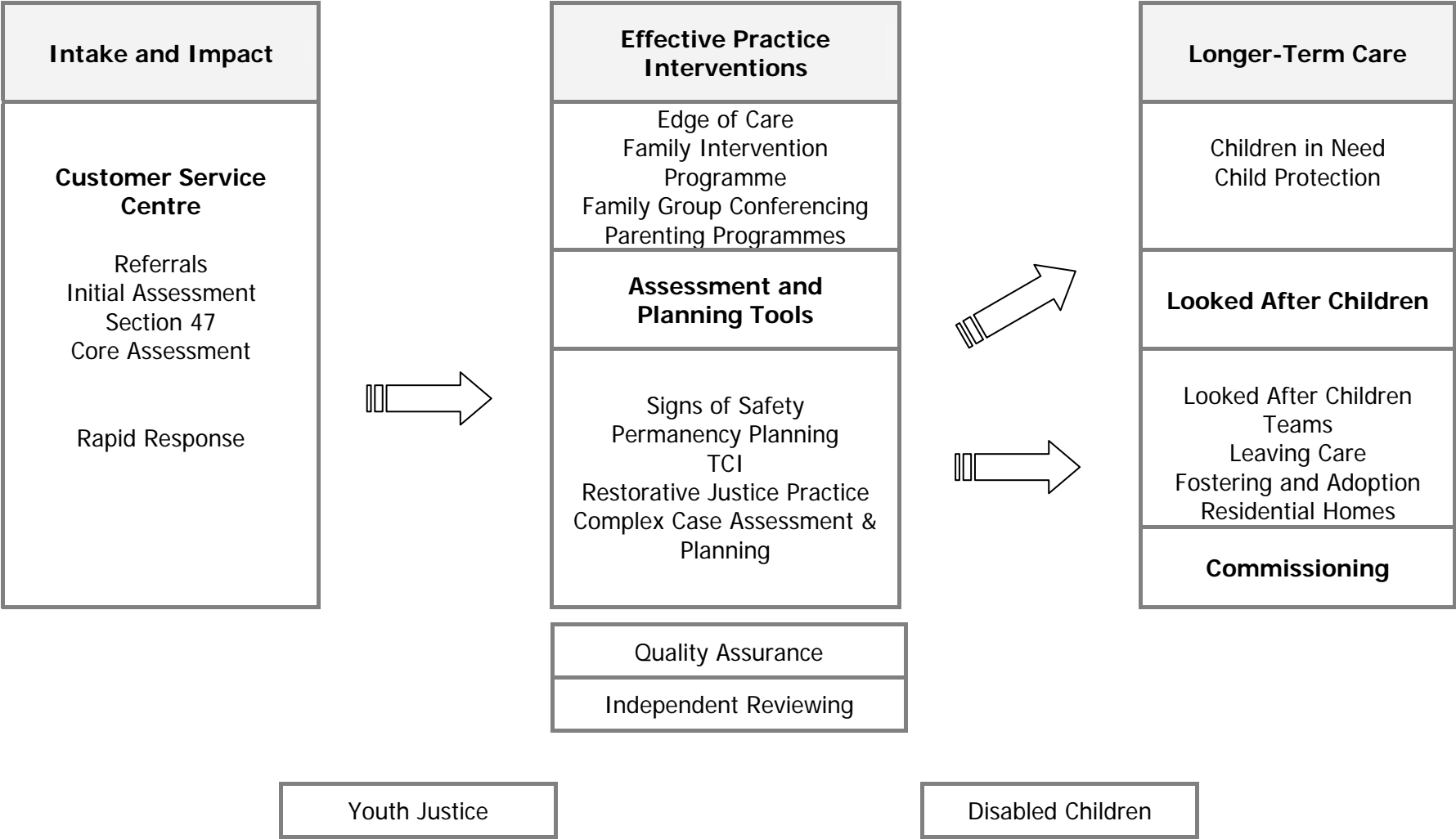
7th March 2012

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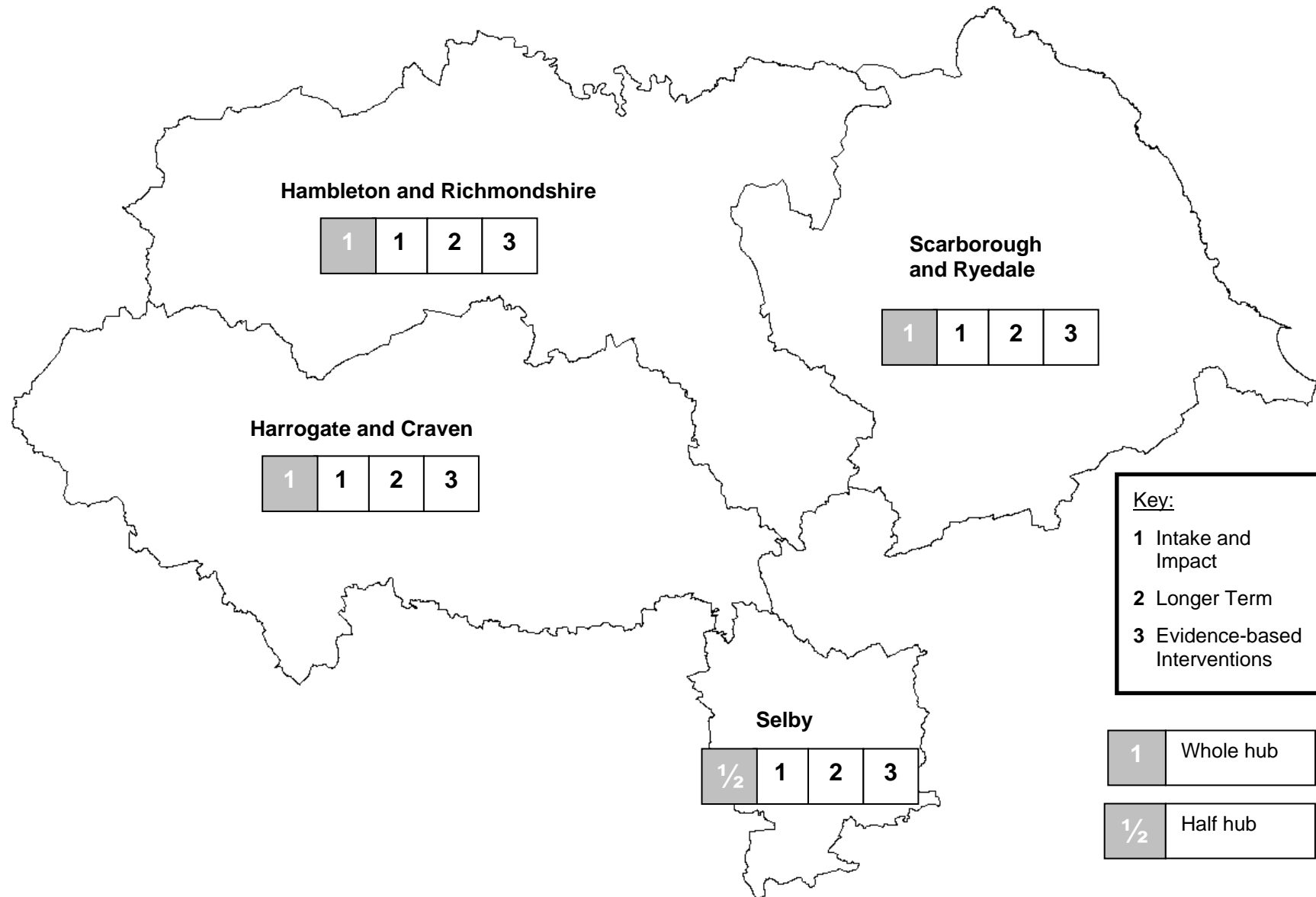
8th March 2012

6th March 2012

Children’s Social Care Transformation Diagram



Service Transformation – Geographical Areas





North

Yorkshire County Council

Young People's Overview and Scrutiny Committee

Social Care Restructure
Implications of Munro Report

Martin Kelly
Head of Residential Service



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Why Change – National Context

- Baby P
- Munro and Government Responses
- Allen Review
- Financial Constraints
- Coalition Government

Why Change? – Local Context

- Improve **Outcomes for Children, Young People and Families**
- Further develop a culture of continuous improvement
- Develop an evidenced based framework for assessment and intervention
- Effectively identify risk factors and link appropriate resources to the risks identified
- Services are accessible and wherever possible resources are available at times of need, including evenings and weekends

Why Change? – Local Context

- Retain and attract high calibre and well motivated staff
- Strengthen practice and consistency across all teams and areas
- Further develop effective collaboration with services and agencies which play a key part in families' lives at universal, targeted & specialist levels
- Manage budgets to deliver efficiencies

Change - to build on what we do well

- Good inspections
- Feedback from Families
- Government Feedback
- Budget management
- **but** – there is always room to get better

Vision

To strengthen current practice and develop new ways of working with children, young people and families, by improving frontline delivery and embedding evidence based practice to reduce demand in services and deliver sustainable positive outcomes.

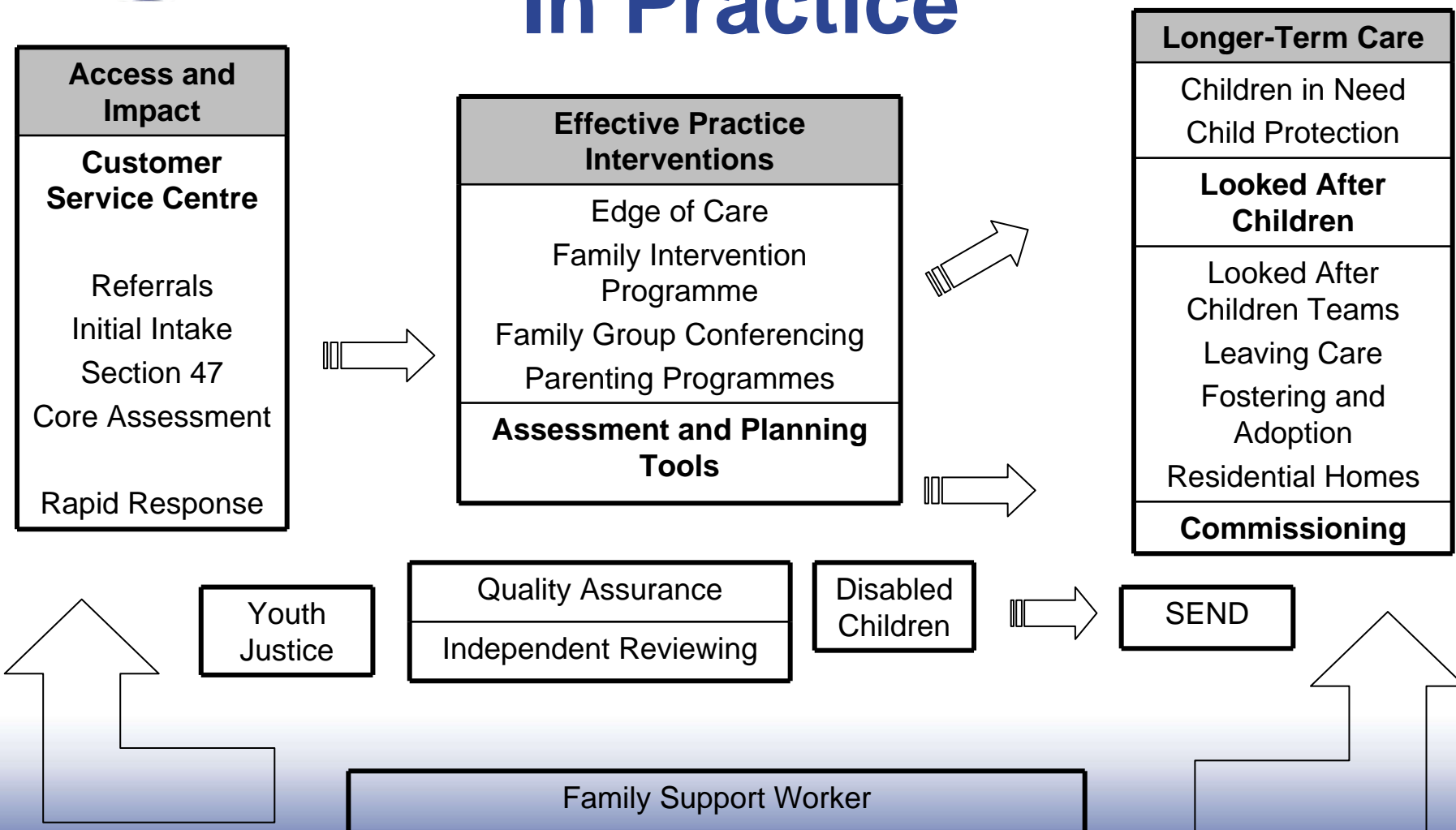


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Proposals

- Not about reducing posts
- It's about doing things differently
- Improve Services to achieve better outcomes
- Increase front line
- Dedicated staff resource to deliver intervention
- Hub Model for initial assessment/Rapid Response
- Posts to support newly qualified staff
- Increased participation
- Consistency
- Clarify role
- Case Support Worker
- Team Support Worker



What will it mean for the children, young people and the families?

- More children and young people stay with families = Reduce LAC
- LAC for 28 days
- Earlier intervention
- Intensive intervention
- Services when families need them
- More time with practitioners
- They inform our practice

What will it mean for staff?

- Increase time in the field
- Decrease time in the office/ICS recording
- Consistency
- Strengthen skills
- Improved professional development
- Strengthen frontline social work practice
- Continue to retain high calibre and motivated staff



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What is new?

- Dedicated Intervention Team
- CAMHS
- Admin Support
- ICS Support
- Contact facilitators
- Increase in Social Workers and Family Support Workers
- Leaving Care
- Virtual School
- Homelessness

Optivote – Your Managers

- 98% want North Yorkshire to be good or outstanding
- 94% think we can improve services
- 94% think we are heading in the right direction
- 95% think the Intervention Team is welcome
- 95% are optimistic that we can deliver the transformation

Munro

- Two Reports
- Government Response

Inspections

- Quality and timeliness of assessment and risk management
- Quality and effectiveness of interagency working
- Experience of particularly vulnerable children
- Children's views and wishes at centre of care planning