

## NORTH YORKSHIRE COUNTY COUNCIL

### YOUNG PEOPLE OVERVIEW AND SCRUTINY COMMITTEE

15<sup>th</sup> June 2012

#### Covering Report on the

#### **Children and Young Peoples Service Savings and Transformation Strategy: Social Care Transformation**

#### **1.0 Purpose of Report**

- 1.1 The purpose of this covering report is to introduce a progress report on the implementation of Project 2b of the CYPS Savings and Transformation Strategy: Social Care Transformation which was considered by the Executive Members in April 2012 and attached at Annex A.
- 1.2 Members are asked to:
- a. Note the information in this covering report
  - b. Comment on the Report attached at Annex A

- 2.0 The Committee will recall that in July 2010 a programme of savings and transformation projects were agreed in order to deliver the budget reductions required by the Children and Young People's Service during the period 2010/11 to 2013/14. Project 2 of this programme contains two components: (a) Social Care Premises and (b) Social Care Transformation. The attached report provides an update on the second component – Social Care Transformation and provides a brief overview of how the transformation will impact on performance data for key children's social care indicators.

Members are advised that the Children's Social Care Transformation is organised around five assumptions:

1. That, wherever it is safe to do so, children and young people should live with their family or families.
2. When families are in need they receive support from children's social care services in a timely way to reduce the risk that children and young people become either looked after or subject to child protection proceedings.
3. If a child or young person does become looked after, and other than in cases of neglect or abuse, the presumption will be that the child or young person will be looked after for a maximum period of 28 days and intensive support is provided to the family in order to facilitate an early return home.
4. The new structure will be developed within the context of a financial strategy that continues the existing approach to containing costs and embedding robust and accountable budget management.

5. That provision for children and families should be approached from the perspective of a continuum of support across CYPS as a whole, with secure arrangements between services so that children's changing needs are met appropriately.

### **3.0 Recommendations**

3.1 The Committee is asked to:

- a. Note the information in this report.
- b. Comment on the Report attached at Annex A.

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Date: 6 June 2012  
Background Documents: None

## NORTH YORKSHIRE COUNTY COUNCIL

### CHILDREN AND YOUNG PEOPLE'S SERVICE

#### CORPORATE DIRECTOR'S MEETING WITH EXECUTIVE MEMBERS

24<sup>th</sup> APRIL 2012

#### **MTFS Strategy: Project 2b – Social Care Transformation**

#### **1.0 PURPOSE OF REPORT**

- 1.1 This report provides an update on the implementation of Project 2b of the CYPS Savings and Transformation Strategy: Social Care Transformation. It also provides a brief overview of how the transformation will impact on performance data for key children's social care indicators.

#### **2.0 BACKGROUND**

- 2.1 At the meeting of Executive Members with the Corporate Director on 23 July 2010 a programme of savings and transformation projects was agreed in order to deliver the budget reductions required by the Children and Young People's Service during the period 2010/11 to 2013/14. Project 2 of this programme contains two components: (a) Social Care Premises and (b) Social Care Transformation. This report provides an update on the second component – Social Care Transformation.
- 2.2 The Social Care Transformation project developed restructure proposals to strengthen frontline practice and deliver savings from administration, premises and senior management arrangements, and by reducing costs relating to looked after children. The proposals are driven by the need to further improve practice, to deliver more sustainable outcomes for children, young people and families, and to increase the efficacy and efficiency of the service.
- 2.3 The Children's Social Care Transformation is organised around five assumptions:
1. That, wherever it is safe to do so, children and young people should live with their family or families.
  2. When families are in need they receive support from children's social care services in a timely way to reduce the risk that children and young people become either looked after or subject to child protection proceedings.
  3. If a child or young person does become looked after, and other than in cases of neglect or abuse, the presumption will be that the child or young person will be looked after for a maximum period of 28 days and intensive support is provided to the family in order to facilitate an early return home.
  4. The new structure will be developed within the context of a financial strategy that continues the existing approach to containing costs and embedding robust and accountable budget management.
  5. That provision for children and families should be approached from the perspective of a continuum of support across CYPS as a whole, with secure arrangements between services so that children's changing needs are met appropriately.

- 2.4 A new structure and service delivery model was developed around these assumptions and went out to staff for 60 days consultation on the 4<sup>th</sup> September 2011. Twelve consultation sessions were held around the county. All of the events were well attended and were very interactive in relation to feedback and queries. In addition a website address was available and the offer of one to one sessions where required. Feedback was generally positive and in the main the rationale and structure were welcomed. The Family Intervention element of the new structure and the new posts of case support workers were particularly welcomed.

### **3.0 NEW STRUCTURE**

- 3.1 The new structure maintains geographical identity to ensure locally responsive service delivery but strengthens consistency of that service delivery through functional management arrangements across all areas of the service. The overarching structure also strengthens management accountability for performance, financial management and leadership on a countywide basis, with greater role clarity and enhanced strategic management responsibilities at middle manager level.
- 3.2 The new structure embodies a commitment to strong Initial Assessment arrangements organised around four geographic 'hubs': Scarborough/Ryedale, Harrogate/Craven, Hambleton/Richmondshire, and Selby. Access and Impact teams have been created within the geographical hubs and a new delivery process built around the Signs of Safety model has been developed. The process encompasses Access and Impact Social Workers, the newly introduced Family Intervention Team and a pooled approach to delivery of Family Support work. This is to enable a rapid and targeted approach to referrals, initial assessment, short –term interventions and support to children, young people and families at the earliest opportunity, in order to prevent the escalation of risk.
- 3.3 Longer-term care teams have also been introduced in each hub in the form of Child in Need / Child Protection Teams and Looked After Children Teams. These teams are also supported by the Family Intervention Team and the Family Support Worker pool. New methods of tracking and reviewing the placements of Looked After Children have been developed in order enable children and young people to return home, where safe to do so, after for a maximum period of 28 days and intensive support is provided to the family in order to facilitate this early return home.
- 3.4 The Family Intervention Team is based in each of the four geographical hubs. The Family Intervention Team has been established to deliver a rapid, responsive and risk led service to children, young people and families across North Yorkshire. The aim of the Service initially, is to prevent children and young people from entering into care but the model will later support broader risks and needs to all teams. They deliver practical support to families at times of agreed need, including evenings and weekends, as well as a range of interventions developed on a foundation of evidence based practice. The team has centralised operational and strategic management led by the new post of Head of Effective Practice and Quality Assurance. The Family Intervention Team will work closely with the Edge of Care service which responds to out of hours requests for accommodation and provides a rapid response to support young people to stay within their families / placements, as well as offering on-going support to young people to target any risk / needs which might impact on their family / placement stability.
- 3.5 In line with the strategy of reducing the number of Looked After Children, the new structure has also invested in Homelessness Prevention Workers, located in each of the district council housing services in order to prevent young people becoming

looked after by virtue of being homeless. These workers also work into the Access and Impact Teams to enable them to also respond effectively to any referrals that come directly into Children's Social Care.

- 3.6 Centralised planning and commissioning arrangements have been introduced which will strengthen the commissioning role and capacity to ensure that the service is robustly positioned in terms of commissioning external and internal provision. This will be captured within an evolving Commissioning Strategy for Children's Social Care.

#### **4.0 BUSINESS SUPPORT FOR THE NEW STRUCTURE**

- 4.1 Business support arrangements for the new Children's Social Care structure have been developed as part of the directorate's revised business support arrangements.

- 4.2 Each front line social work team has a Team Support Worker post managed by the Admin Manager for the area but supervised day-to-day by the Team Manager. Each team also has a Case Support Worker, an expansion of the current ICS support role. They work to resolve ICS issues to keep cases moving through the system to ensure accurate and timely data on vulnerable children. These posts are taking business support tasks and processes away from social workers, thereby allowing social workers to spend more time on frontline work with children and families. They are integral to the new service delivery processes and have been widely welcomed by frontline staff.

#### **5.0 FINANCIAL IMPACT**

- 5.1 Project 2 of the CYPS Savings and Transformation Strategy comprises two components:  
(a) Social Care Premises  
(b) Social Care Transformation

- 5.2 A total saving of £1.11m is required from these two projects. Within this total, £525k was identified and achieved during 2010/11. A further £200k was identified and achieved during 2011/12 leaving a residual target of £385k over the remainder of the MTFS period 2012-15. This is currently profiles as follows:

2012/13	£200k
2013/14	<u>£185k</u>
Total	<u>£385k</u>

- 5.3 The saving for 2012/13 has already been identified following a review of Children's Home residential staffing budgets leaving £185k in 2013/14 where further planning is required.

- 5.4 The success of the transformation will, in part, be evaluated in relation to the achievement of Project 8 (Procurement and Placements). There is a requirement to achieve savings totalling £1,193k – of these, £818k have already been identified. This leaves £375k to be identified over the MTFS period 2012-15 through better commissioning and procurement of placements for looked after children but also through a reduction in the total number of looked after children accommodated. The corollary is improved outcomes for looked after children through a reduction in average number of placements and a reduction of the average length of placements.

## **6.0 PERFORMANCE**

- 6.1 A report on CYPs key performance indicators was reported to Executive Members on 21 February. This report is attached at **Appendix 1** for easy reference but, in summary, provided relevant information on:
- timeliness of initial assessments
  - timeliness of core assessments
  - stability of placements
  - timeliness of child protection reviews
- 6.2 In order to ensure that the impact of the transformation is robustly measured and evaluated, baseline performance data will be taken from 1<sup>st</sup> April 2012. This information/ data is not yet available but the relevant dataset will be reported to Executive Members in the next report which will include an assessment of progress made in embedding new structures and new ways of working.

## **7.0 ASSIMILATION AND TRANSITION**

- 7.1 After 30 days consultation it was agreed with Unison that the assimilation processes for band 16 and above posts could commence which would help facilitate the extremely tight deadline for the rest of the assimilation processes which needed to be completed by 1<sup>st</sup> March 2012, when the new structure would become operational.
- 7.2 A comprehensive Assimilation Plan and Transition Plan was developed to ensure that milestones and deadlines were effectively tracked. The structure came into effect on the 1<sup>st</sup> March 2012, with new service delivery processes becoming operational on 26<sup>th</sup> March 2012. Alongside this a major reconfiguration of ICS, the electronic case management system had to be completed to reflect the revised structure. This was successfully completed on 2<sup>nd</sup> April. All aspects of the Social Care Transformation are now fully operational.
- 7.3 A strategic Social Care Transformation group will continue to meet to review and evaluate the transformation as well as responding to issues if and when they arise. A formal review of the restructure will be completed in March 2013. A series of workshops are planned with staff and managers throughout 2012 / 13 looking at culture change and the new service delivery processes and models.

## **8.0 RECOMMENDATIONS**

- 8.1 That Executive Members note the significant progress made on the Social Care Transformation project and implementation of the restructure.
- 8.2 That a further up date is received by Members in six months' time.

*Report prepared by Judith Hay, Assistant Director – Children's Social Care*