

**North Yorkshire County Council****Young People's Overview and Scrutiny Committee****20 April 2015****Prevention Service Implementation****1. Purpose of the report**

- 1.1. To provide an update on the implementation of the new Prevention Services and provide an overview of some of the changes to operational delivery.

**2. Background**

- 2.1. Following consultation, a large scale review of the range of Prevention Services has been implemented. The aim of the change programme has been to bring together a range of preventative work which currently operate in similar ways but are managed separately, and create a service which operates seamlessly throughout the 0-19 age range, eliminating duplication and unnecessary and unhelpful transitions for families. The ultimate aim of the service is to reduce the numbers of children and young people requiring more intensive and more costly interventions through Children's Social Care and other services.
- 2.2. The review has created 12 Area Prevention Teams which work across the 0-19 age range. The service will concentrate on targeted support for individuals, families and groups, and the numbers of cases the service works with are expected to rise by approximately 30% from existing levels. To enable this to happen in the context of budget reductions, the service has largely withdrawn from the direct delivery of universal services, working with the voluntary sector to deliver any such necessary provision. At the same time, Healthy Child Teams have been established as part of the re-commissioning of the 0-19 Healthy Child Programme, based on the same geographical footprints.
- 2.3. The new service will not only bring existing services together but will also work differently in ensuring that the learning and model of working from the local Developing Stronger Families programme is mainstreamed. The Area Prevention Teams will be expected to work on a whole family strengths based approach which is responsive to the needs of families, including early mornings, evenings and weekends as necessary.
- 2.4. Alongside this, within the Children & Young People's directorate, there has been a review of Assistant Directors portfolios which has created a new service called Children & Families. This service brings together Children's Social Care and the Prevention Service into one structure. The merger will ensure the greatest possible alignment between the preventative services and more intensive interventions at a children's social care level. This will result in improved service pathways for children, young people and families in North Yorkshire.

**3. Prevention Service Implementation**

- 3.1. The new Prevention Service is operational with effect from the 13<sup>th</sup> April 2015. The implementation has involved a large and complex assimilation and transformation process, with 240 FTE moving into the new structure. A range of events have been

held, at a local level to support staff moving into the new service and to allow them to ask questions and feedback on the new service. These will clearly continue on a team level to help embed the new service and provide high levels of support to staff.

- 3.2. An overarching project board has been meeting to manage the transition and this Board will continue to meet until the autumn to maintain oversight of the project plan and to be well positioned to complete a six month review of the new service. Three divisional based launch events will be held in May to bring all the teams together to focus on the new ways of working. A County wide strategic launch event for partners and strategic service managers is being planned for the 12<sup>th</sup> June 2015.

#### **4. Changes to Operational Delivery**

- 4.1. The Prevention Service vision is that: -

- 4.2. ***Families in North Yorkshire are able to access readily a range of support to ensure that their children are safe, happy and well, and that they can flourish at school and in the wider world.***

- 4.3. The vision supports all three of the priorities in Young and Yorkshire 2014 -17. These priorities are:

- That education is the greatest liberator for children, no matter where they live or what their home circumstances are
- That the number of children looked after by the authority are reduced safely
- That more children and young people lead healthy lifestyles

- 4.4. In order to achieve this vision the following principles will underpin our service delivery methods and ways of working within the Prevention Service:

- A simple, streamlined referral process
- Less hand offs between services – right service at the right time.
- Children and young people’s needs are best met when addressed in the context of the whole family, which means services should work in an integrated and holistic way.
- Activities and services offered to children and young people should help to build and strengthen their resilience.
- Intervening earlier prevents longer term, more costly and damaging problems occurring later.
- Parents have primary responsibility for, and are the main influence on, their children. Our role is therefore to strengthen parenting capacity, whilst remaining clear about our duty to safeguard vulnerable children and young people.

- 4.5. These principles have been embedded into the new Prevention Service by introducing the following changes: -

- The new service will have the capacity to deliver to an extra 500 / 600 cases per year.
- Agreed referral process for schools which sees referrals come into the Customer Service Centre, where they are screened and then passed for allocation to the appropriate locality team. An Area Prevention manager will sit as part of a multi-disciplinary team in the Customer Service Centre, along with Social workers and the Police to ensure effective information sharing and to ensure timely and appropriate response to referrals.

- A generic Family Outreach Worker role who can deliver interventions across the full range of issues that a young person or family may struggle with, or who can help the family access and engage with specialist services.
- An allocated worker who works holistically to develop a family plan and works alongside the family to achieve the targets and actions in the plan.
- Workers able to work early mornings, evenings and weekends where it makes sense in the context of a family or a young person.
- Every school has a nominated strategic link via a Prevention Service Manager. There is an offer of termly meetings with every school to discuss both school based issues and individual cases who are open to the Prevention Service and on the school roll.
- A revised Parenting Strategy – currently under development.
- A published Core Offer for the Prevention Service (still in development but a draft is being consulted on with schools) to include: -
  - All young people who are NEET will be offered an allocated caseworker
  - All young people who are attending a Pupil Referral Unit will be offered an allocated caseworker
  - Young people have access to a caseworker, outside of the family context.
- A more targeted offer in Children’s Centres and the development of 0 -19 services delivered via Children’s Centres.
- The Healthy Child teams will be coterminous with the Prevention Service contributing to the case holding capacity and attainment of the same objectives as the Prevention Service.
- Early years work better integrated in the work of services within children’s centre areas
- A supervision Policy for all workers that details core standards for supervision.
- A workforce development strategy that is grounded in evidence informed programmes and ways of working.
- A performance and outcomes framework which supports the outcomes detailed in Young & Yorkshire.

## **5. Recommendations**

- 5.1. The Young People’s Overview and Scrutiny Committee note the information in the report.

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