

### Annex 3 – Summary of Consultation

The following consultation and communication with staff took place with staff prior to More for York involvement:

Date	Audience / Attendees	Activity	Detail
18 Jun 2009	All CSC Staff	All staff away day event.	Included discussions to define the key outcomes they would want from the service and a review of strengths and values of the service.
17 Sep 2009	CSC group managers, service managers	Service Development Team (SDT) meeting	Initial management team thoughts on service structure shared with the group. Group members cascaded details to staff
16 Oct 2009	All CSC Staff	Email update	Details of progress with development of structure proposals and expected timescales for next steps.

The following consultation and communication with staff has taken place with staff since More for York involvement (Nov 09 onwards):

Date	Audience / Attendees	Activity	Detail
17 Dec 2009	CSC group managers, service managers	Service Development Team (SDT) meeting	More for York involvement was outlined. Project Summary and Design Briefing shared, including key design principles, areas for staff input being sought.
18 Dec 2009	All CSC Staff	Email update	to share all documents tabled at SDT meeting.
11 Jan 2010	Unison Convenor	Union Briefing	More for York Business Change Manager met with Heather McKenzie to update on the project and the proposed consultation sessions.
12 Jan 2010	Unison Rep	Union Briefing	More for York Business Change Manager and AD C&F met with Helen Healey and Andrea Dudding (local Unison reps) to discuss the project and the proposed consultation sessions.
13-18 Jan 2010	All CSC Staff	14 x 1.5hr Consultation Sessions	<ul style="list-style-type: none"> <li>- Staff received agenda and supporting material in advance</li> <li>- Overview from AD on where we are with the project</li> <li>- Current design proposals &amp; outstanding questions</li> <li>- Opportunity to capture and discuss staff queries, concerns, issues etc.</li> <li>- Start of the consultation &amp; design process.</li> <li>- Provision of separate room for Unison to meet with staff after</li> </ul>

<b>Date</b>	<b>Audience / Attendees</b>	<b>Activity</b>	<b>Detail</b>
			<p>each session.</p> <p>100 CSC employees attended over 14 x 1.5hr sessions. All feedback captured.</p> <p>Unison reps attended 4 sessions and also met with staff separately after some sessions.</p>
18 Jan 2010	All CSC Staff	Mailbox available	Email mailbox available for comments & suggestions: <a href="mailto:childrens.staff.comments@york.gov.uk">childrens.staff.comments@york.gov.uk</a>
21 Jan 2010	Union Rep	Meeting	More for York Business Change Manager met local Unison rep to receive staff feedback to Unison following consultation sessions. Agreed to issue timeline to staff to clarify the process.
Jan 2010	Union	LCCS DJCC meeting	Discussion on the project.
26 Jan 2010	All CSC Staff	Email update	Email to all staff included timeline of project activity for clarity (following request from union rep on 21 Jan).
29 Jan 2010	Union Rep	Meeting	Reviewed new and existing queries and issues. Feedback that timeline had been well received by staff.
2 Feb 2010	Key stakeholders	Steering Group Meeting	Review and development of current proposals. Discussion of key issues and areas for further work. Heather McKenzie attended in lieu of local Unison rep.
8 Feb 2010	All CSC Staff	Email update	Provided update on progress and expected date for structure chart, FAQ release and workshop info.
10 Feb 2010	All CSC Staff	Email update and documents	Draft structure chart proposal, summary of key role changes, proposed topics for workshop discussion and FAQ pack issued.
12 Feb 2010	Union Rep	Meeting	Reviewed existing queries and issues and new areas arising from documents issued.
16 Feb 2010	Key stakeholders	Steering Group Meeting	Review and development of current proposals.
25 Feb 2010	CSC Managers, Union Rep	2 x Workshops	Initial workshops to start agreeing further detail of the design, prior to involving frontline staff.
1 Mar 2010	Union Rep	Meeting	Reviewed existing queries and issues.

<b>Date</b>	<b>Audience / Attendees</b>	<b>Activity</b>	<b>Detail</b>
2 Mar 2010	Key stakeholders	Steering Group Meeting	Review and development of current proposals.
4 Mar 2010	Social workers / support workers	Workshop	Developing the design proposals
5 Mar 2010	Family Support Managers	Meeting	Exploring concerns and informing the design proposals
11 Mar 2010	Children's Centres Manager	Meeting	Communicate current proposals & project progress. Begin engagement on detail.
12 Mar	Union Rep	Meeting	Reviewed existing queries and issues.
8 & 16 Mar 2010	Service Managers (Pathway, Short Breaks and H&D)	Meetings	Exploring options for the proposals
16 Mar 2010	Key stakeholders	Steering Group Meeting	Review and development of current proposals.
24 Mar 2010	Service Managers, Support Managers, Senior Prac's, Union	Workshop	Discussing & developing specific aspects of the proposals
30 Mar 2010	Key stakeholders	Steering Group Meeting	Review and development of current proposals.
5 & 9 Apr 2010	Service Managers, Support Managers, Senior Prac's, Union	Workshops	Discussing & developing specific aspects of the proposals

The approach throughout the process is one that is open with staff and actively seeks their engagement and input. As the projects move through detailed design work and closer to implementation, this involvement becomes even more important and the project team are committed to continually involve staff in the development and delivery of the proposed changes.

A productive working relationship has been established with the local Unison rep, who sits on the CSC steering group and has been present at the majority of consultations and management workshops. Regular meetings have been conducted throughout the process between More for York staff and CSC management with the local rep to discuss staff concerns and agree actions to address these.

## **Customer Consultation & Insight**

There has been a variety of information sources used regarding customer views on the blueprint proposals. Ongoing contact of staff and managers with customers yields a wealth of information and feedback. Though, largely anecdotal in nature, there are consistent themes which emerge from this and these have been factored into the blueprint. Models used by other local authorities have also informed the blueprint, for example, these have highlighted that York is now one of the only authorities still to employ a hard geographical and age team split in its under 16 social work teams and this is considered to be an outdated model for the current social care environment.

More specific insight comes from activities such as the consultation on the current Children & Young People's Plan (CYPP) and with other groups and this has helped to shape the proposals in the blueprint. Themes from the CYPP consultation, such as: clearer information being available; better inter-agency working; and having better arrangements for transitions are but a few of the areas that have become core to the both the children's services vision and the detailed proposals.

Young people's forums such as the 'Show Me That I Matter' and 'I Matter 2' groups helped shape the initial proposals prior to the blueprinting work by providing a starting point to work from. These groups have also provided more recent feedback on the emerging proposals, which has been taken into account when developing the detailed proposals. Particular themes here are support for removing the transition between social workers at age 11 and maintaining a dedicated Pathway/16+ team.

In terms of specific data, early investigation work into the customer contact arrangements is drawing on the current customer contact data to inform the shape of the new arrangements. The ongoing collection and analysis of this data will be crucial in the first 12 months on the new service to enable it to develop in a way which best supports customers, partners and CYC teams.

Part of the design of the new teams has also involved mapping the current caseload profile in different ways, for example geographically across the city, to establish what skills and team design are needed to best support this case distribution. Phase 2 of the work will draw on this type of insight information further (particularly making use of the opportunities provided by GIS) to develop more effective caseload allocation and management systems, based around observed patterns in cases and their progression.