

Implementation of the Restructure of the Children's Social Care Service

Summary

1. Following the Executive's approval of the proposals to restructure Children's Social Care services on 11 May 2010, this report is provided to update the Executive Member for Children and Young People on progress towards the full implementation of the new service structure arrangements.

Introduction

- 2 The Executive approved an ambitious and far reaching set of proposals to restructure Children's Social Care [CSC] services in York. Details of these proposals are described in a More for York 'Blueprint' document at Annex 1.
3. In fact, this blueprint document describes two related work streams to improve and strengthen services for children in York. Specifically:
 - The restructuring of Children's Social Care; and
 - Consolidation of customer access for children's services and improvements to our coordinated prevention services.
4. These work streams are planned to run in two consecutive phases, with the CSC restructure representing the first phase.
5. This report focuses on the progress to date of the CSC restructure. A further report on the customer access developments will be presented in Spring 2011.

Background

6. The blueprint document sets out the reasons for changes to our CSC arrangements, articulates a clear vision and guiding principles for these changes, and describes the outcomes sought through their effective implementation.
7. In summary, the drivers for changes to our existing arrangements include:
 - a significant increase in referral activity and the number of children becoming looked after with limited scope to deliver a commensurate

growth in the workforce responsible for supporting this group of children and young people;

- greater external scrutiny of social care services in the wake of Lord Laming's review into the tragic death of Baby Peter, employing new standards and methodology;
 - increased need to strengthen and develop the continuing professional development [CPD] opportunities for our social care workforce;
 - a recognition that changes to our local demographics has rendered the existing service structure arrangements, limited by age and geographical constraints, outdated;
 - the need to future-proof CSC services by creating greater flexibility in how key staff and resources are deployed;
 - the need to better align Children's Social Care services with preventative initiatives through integrated working.
8. These drivers pointed to some significant challenges for the existing CSC service structure. A review of our current arrangements concluded that CSC, although a high performing service, is using an increasingly outdated and unsustainable model, given the environment in which it now finds itself.
9. In order for the service to succeed in this changed environment, a new approach is needed for the delivery of Children's Services in York. The blueprint for Children's Services describes the programme of work required to bring this new model into being.

Vision

10. The vision for Children's Services in York is as follows:

"Children's services in York are provided to the right children by the right people at the right time, within an integrated support and safeguarding system"

11. This vision is supported by the following values:

- ***clear purpose*** which is shared and owned by all involved
- ***quality service*** that provides the right support to the right people at the right time
- ***customer-centred*** approach that takes account of what customers want and need
- values and ***respects staff*** and is committed to their continuing development
- works effectively and innovatively ***with partners*** to get the best possible outcomes

- **efficient** working models and processes that make the most of available resources.
12. This delivery of this vision will be underpinned by:
- The creation of a **flexible** and **sustainable service**
 - An appropriate **balance** between **safety and cost**
 - Clear lines of **accountability** to management, CYC as a whole, the Executive Member, external partners and legislative bodies

Outcomes

13. The outcomes sought from the revised service structure arrangements include an aspiration to:
- secure current performance levels and create capacity to seek continuing improvement;
 - enable the service to respond to the changing social care agenda and be flexible enough to deal with unpredicted changes and demands;
 - stabilise, and then contribute to the work to manage, the budgetary overspend on children's social care;
 - create a service that can balance workloads between managers and teams and so support consistency and quality in service to customers
 - support the delivery of a prevention culture which will assist children's needs to be identified earlier to reduce the number of more serious interventions at later stages. We also need to ensure preventative services are suitably supported and influenced by experienced social care professionals;
 - ensure the design of the services supports and complements the wider strategies of both CYC and its partners;
14. The changes set out in the blueprint will enable those within the service to develop it themselves as the demands on, and priorities of, the service change in the future.

Financial Benefits and Efficiencies

15. The anticipated financial benefits of this work are described in detail in the blueprint.
16. To support the principle targets [budget savings and avoidance of costs] work is under way to deliver two important projects. These are:
- arrangements to recruit more local foster carers to increase the Council's capacity to place children locally, and
 - a review of the use of Wenlock Terrace Children's Home to make available a place to other local authorities.

What is Changing ?

17. The finer details of the agreed changes are set out in the Blueprint; however, a summary of the key changes includes:
 - moving the control and responsibility for managing the day to day work closer to front line staff to remove the need for more senior managers (grade 11 and 12) to be routinely involved in case details;
 - removing certain team and role divisions which create unnecessary transitions for children, young people and their families and can promote a silo working approach within teams;
 - specifically this includes creating teams whose cases are not restricted by age or location and having more generic roles across the service to increase the flexibility and mobility of staff;
 - creating capacity for a reduced number of Service Managers and Heads of Service to spend the required time on longer term planning and actively dealing with service development activities to secure crucial links with partners and other CYC services.
18. The new service structure arrangements are illustrated at **Annex 2**.

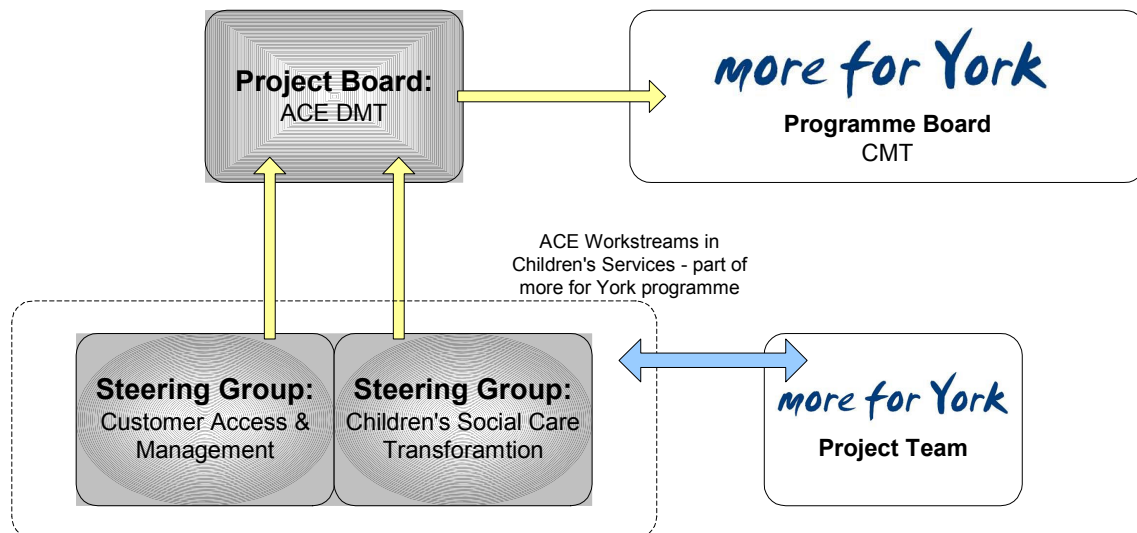
Consultation

19. The planned changes have been the subject of extensive consultation with staff at every level within CSC, service users, wider Council colleagues, external partners and Unison.
20. It is right to report that the finally agreed model has been extensively shaped and informed by feedback from social care staff, service users and partners.
21. A summary of the consultation to date is at **Annex 3**.
22. Social care managers in particular have been heavily involved in the development of these proposals from the outset and have become even more pivotal as we embark on their implementation.

Implementation Arrangements

23. A clear timeline for the implementation of the new arrangements has been developed in consultation with staff and partners. **This is attached at Annex 4.**
24. The timeline describes a phased introduction of the new arrangements during the period between 14 July and 10 September 2010.
25. Considerable work has now been completed in the run up to the start date. Key achievements include:

- comprehensive consultation and ongoing communication with all staff including the launch of a CSC Restructure Website which features regularly updated information on every aspect of the new service developments;
 - a successful Assessment of Change process which saw all social care staff matched to revised and more generic job descriptions;
 - a reduction in the number of senior managers across the service to deliver some efficiencies and to make possible a strengthening of support to the front line service;
 - the appointment of new Practice Managers across the service to provide greater frontline support, supervision and guidance to staff;
 - a review of accommodation arrangements for the entire service;
 - Information for all staff about the new roles and locations. A map of the new locations is at **Annex 5**;
 - the introduction of a revised case load weighting and analysis tool to manage the equitable and effective distribution of work across the service;
 - the introduction of a new staff supervision process informed by the lessons from a recent research project undertaken in partnership with Lincoln and York Universities;
 - targeted coaching sessions for key managers in the new service to support their transition their new roles;
 - training to support the changes in roles and responsibilities;
 - a revised strategy and working practices for new organisation.
26. The priority is, of course, to minimise any safeguarding risks or disruption to service users.
27. To ensure a safe move to the new arrangements by 10 September 2010 a detailed transition plan has been devised.
28. CSC is fully supported by the More for York team who are providing extensive change management, logistical and infrastructure help.
29. The implementation arrangements are led by a project steering group that reports on a monthly basis to the Project Board. The governance arrangements are:



Evaluation

30. A partnership programme '**Supporting our New Service Structure through Education and Evaluation**' has been agreed with York University. This programme has been negotiated directly between the new Service Managers and the managers and teaching staff at the Social Work Department at the University.
31. In a nutshell, this programme establishes a new framework to support joint working and training opportunities between the social work teams and the university.
32. Included in this framework are arrangements for:
 - Registration of all social care staff as users of the university opening up direct access to the range of support and resources available;
 - Greater flexibility in the arrangements for student placements and assessments
 - Facilitated workshops on key practice themes both at the university and in social work team settings;
 - Social work input on social work courses;
 - An overall evaluation of the effectiveness of the new service arrangements against some key practice outcomes.
33. The new service arrangements will also be monitored and evaluated against the financial benefits and associated efficiencies set out in the blueprint.

Corporate Objectives

34. The CSC restructure fits well with the following corporate objectives:
 - *Safer City*: making the safety of our children our paramount concern; and
 - *Effective Organisation*: doing so in the most effective and efficient manner.

Implications

Financial

35. These have been covered in section 6 above and in the Blueprint at Annex 1.

Human Resources (HR)

36. All the HR consequences for staff arising from this restructure have been handled in accordance with the Council's established management of change procedures. No problems have been encountered.

Equalities

37. Equalities principles have been built into the arrangements for implementing the new structure, and into our revised operating procedures.

Legal, Information Technology (IT) and Property

38. There are no specific legal, IT or property implications, beyond the location changes set out in Annex 5.

Risk Management

39. There are some risks to the continuity of services to children and young people during a period of organisational changes, and consequently to the reputation of the Council. However, risks are more likely to arise from the challenging financial position than from the specific proposals in this paper, and we believe that the overall risk is LOW. It will continue to be monitored via the Project Board.

Recommendations

40. The Executive Member is invited to note and comment upon the progress reported.

Reason: To further the Council's strategic objectives in relation to safeguarding children and young people and to ensure organisational resilience at a time of financial challenges.

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**Report
Approved**



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30 June 2010

Specialist Implications Officer(s)

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Wards Affected:

All



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Annexes

- Annex 1 – More for York Blueprint
- Annex 2 – New Service Structure Arrangements
- Annex 3 – Summary of Consultation
- Annex 4 – Implementation Timeline
- Annex 5 – Map of the new Locations