

# Children's Services Redesign



**14 September 2017**

**Education and Children's Services Scrutiny Board**

Presented by:

John Gregg – Director of Children's Services

# Headlines what Ofsted said ...

*“Services for children in Coventry are no longer inadequate and they now require improvement to be good. Senior leaders and elected members have, in the last 12 months, worked with intense focus to improve the quality of children's social care services and to ensure that children receive the help and protection that they need. While these improvements are evident and are benefiting children and their families, they are not yet fully embedded. Securing a stable and permanent senior management team has made a significant contribution to achieving this.”*

# Headlines what Ofsted said...

- Strong Political and Corporate Support
- Strong Children's Service vision
- Senior leaders know what 'good' looks like
- Senior leaders have demonstrated an increasing trajectory for improvement
- Strong strategic partnerships are evident
- Children's Services reputation is improving
- There is increasing confidence in the 'system'
- Evidence of culture shift and improved working conditions



# What Ofsted said about children who need Help and Protection

- Cohesive early help offer
- Strong MASH
- SoS evident and growing
- Practice inconsistent
- Too much work in the system
- Risk averse approach
- Thresholds not universally understood or applied in practice
- Delays in completing Assessments



# What Ofsted said about children who need Help and Protection

- Some evidence of drift
- Children not always seen quickly enough
- CiN – an area for improvement
- LADO – needs strengthening
- Private Fostering – Poor an AFI
- More work to do to instil confidence in Children's Services
- Horizon Team – Very effective



# What Ofsted said about looked after and achieving permanence

- Permanency Planning NOT tracked
- Leads to drift and delay
- CPRs and sibling assessments not good enough
- Adoption timeliness improving
- Life story work seen was of good quality but not all children receive one
- Care leavers - an area of strength
- LAC impacted by legacy issues



# What Ofsted said about looked after and achieving permanence

- Care plans not always based on an updated assessment
- Children benefit from an effective Children in Care Council
- Placement stability improving from a low base
- IROs – need to strengthen challenge and escalation
- Too many children enter care in an unplanned way
- Too many changes in social worker
- LAC persistent absence from school an AFI
- Too many children placed at a distance from home



# What Ofsted said about Leadership, management, governance

- Senior Management team have a clear vision for service improvement
- Agency staffing remains too high
- Early help shoulders too much
- More work required with partners around thresholds
- A significant amount of work results in NFA
- A small number of cases where risk was slow to be identified
- Management oversight of cases does not drive change at Pace
- Half of staff have less than two years experience which will mean the journey to good will take time



# Children's Services: Our Vision



Children are at the heart of everything we do.



They are involved as key partners in planning and decision making.

High quality, child-centred and effective services.



We deliver high quality, child-centred, effective help and support to children and young people, their parents/carers and family. Providing the right intervention at the right time and in the right way. We provide integrated services and seamless clear pathways from early help to specialist support.

Reflective and responsive to change.



Our services reflect and respond to the changing needs of Coventry's diverse population of children and young people.

Working with families.



We work with families to equip them with the understanding and skills they need to raise their children in a loving, happy, healthy and safe environment, which enables them to become confident and responsible adults.

Outcome-driven and impactful.



Services are outcome driven and we are clear about the impact we are having on children.

Services around children and families.



Children are supported to live at home whenever possible. When they cannot remain with their families, they are able to live in or near Coventry in the most appropriate caring home. Services wrap-around the child so as to minimise any disruption to children's lives.

Top class early help.



We deliver top class services for early help and early years, to optimise prospects of the best start in life for all children.

Mature partnerships.



Our partnerships are mature, trusting and effective at both strategic and operational level. In our partnership work, the focus remains on the child. Partners actively contribute to enhance the local authority offer.

Committed workforce.



Our workforce is stable, skilled, motivated and committed to delivering excellent services to children and young people in Coventry. They feel supported to make decisions, assess and hold risk and to develop creative and innovative solutions.

High-performing.



The outcomes we achieve for children and young people compare favourably with high performing local authorities. We make an active contribution to Coventry's ambition of achieving Top 10 city status.



1

Put our children and young people at the heart of everything we do



2

Ensure that children, their families' and their communities experience our service as seamless as is possible so that the right sort of support happens, in the right way, at the right time

3

Reduce drift, delay, handoffs and duplication to ensure purposeful progress and strengthen outcomes for children



4

Create an organisational environment that prioritises and allows quality practice, with direct working skills, to flourish



5

Establish Coventry as a leader of children's services nationally and regionally



6

Provide easily accessible innovative support including enabling children, parents and families to help themselves reducing future dependency on our services

7

Promote the principles of Kickstart and agile working whilst ensuring that they support the work of our staff and partners



8

Ensure resources are utilised in a way which achieves value for money, using evidence based support and intervention practice frameworks to reduce inequalities and improve outcomes for vulnerable children

9

Maximises the quality of outcomes for vulnerable populations in order to safely take money out of the system



10

Provide strengthened accountability and leadership at all levels within the Children's Services organisational structure

11

Develop a work environment which is a key factor in recruiting and retaining a well trained workforce that provides



12

Design locality based service provision unless central provision is evidently more effective and efficient



# Edge of Care Project

- Reduce the number of young people entering care
- Make financial savings through **reducing the costs of young people placed in residential and fostering care**
- Ensure a **clear pathway** into services and reduce fragmentation
- Ensure **effective step down** to prevent young person entering care in the future



# Fostering Project

- **100 more** foster care placements by March 2018
- **Re-engineered and stronger process** for dealing with enquiries
- **Foster carer retention**
- Enhance **training, development and support for carers**
- Increased scheme of **allowance and fees**
- Make placements which **do not** disrupt education or healthcare
- **Proximity** of placements to social work support



# Supported Accommodation Project

- **Planning** and **rationalising provision** to form a clear, coherent service
- **Prioritise** Looked After Children, Children in Need and those leaving care who still need supported accommodation before taking their own tenancy.
- Seek to **disaggregate the service** into separate provision for children and young people and adults
- **plan provision for move-on** and the **process for assuming tenancies.**
- Provision for **preparation for independence** and/or training



# External Residential Care Project

- Start a commissioning exercise to create a mixed economy of residential provision in Coventry.
- More diverse service, give more options for matching service to need
- Help create a better risk profile to the local authority
- Reduce the number of children and young people in residential care to approximately 10%



# Residential Redesign

- **Mix of council, private and voluntary sector**
- **Best quality care – no matter who provides**
- Our current in-house residential service assessed as not being entirely fit for purpose
- **Less institutional in nature**
- More easily identified as **homes for children** and more like family life



# Early Help Project

- Family Hubs integrating Early Help Services across a **0 – 19 age range**, with multi-agency, multi-disciplinary teams
- Opening up untapped resources
- Improving outcomes for children whilst reducing the demand on social care
- Substantial savings by **delivering efficiencies**, across the Council and partners





# Business Processes and Workflow Project

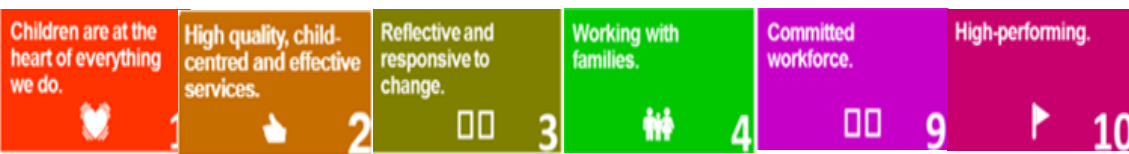
- **High quality, child centred** effective help and support to children and young people, their parents/carers and family
- Reviewing **activity, demand, data** and **business processes**
- Providing the **right intervention** at the **right time** and in the **right way**
- Practice framework for **evidence based interventions**
- **Robust relationships with families** and to build on their strengths
- **Approved, consistent** and **systematic** social work practice models and core tools



# Workforce Redesign

**Re-organising** our structures and service so we:

- **deliver** on our Improvement Plan
- reflect **how children move** through our services,
- focus on **frontline delivery**
- have a **stable, skilled and motivated workforce** who can make decisions in the best interests of the child



# What we are trying to achieve – Children's Services Redesign

## Reorganising our structures and service so we:

- Deliver on our **Improvement Plan**
- **Transform and improve outcomes** for the children, young people and their families living across the city
- Reflect how children **move through our services**,
- Focus on **frontline delivery**
- Have a **stable, skilled and motivated workforce** who can make decisions in the best interests of the child
- Reflects the **interdependence** between our **Early Help Strategy**, the **Children's Improvement Plan** and the benefits for **children, young people and families**



# What we are trying to achieve - Children's Services Redesign

- Support us in **responding earlier** to children's and parents needs and **targeting vulnerable and potentially vulnerable children**
- Reduce the number of **repeat assessments, hand-offs or changes in worker** that children and families currently experience
- Enable **single assessment or support plans** to be created and sustained through a child's service journey
- Create more opportunities for other **agencies and professionals to integrate** their services with ours around the needs of children, young people and families



# What we are trying to achieve Children's Services Redesign

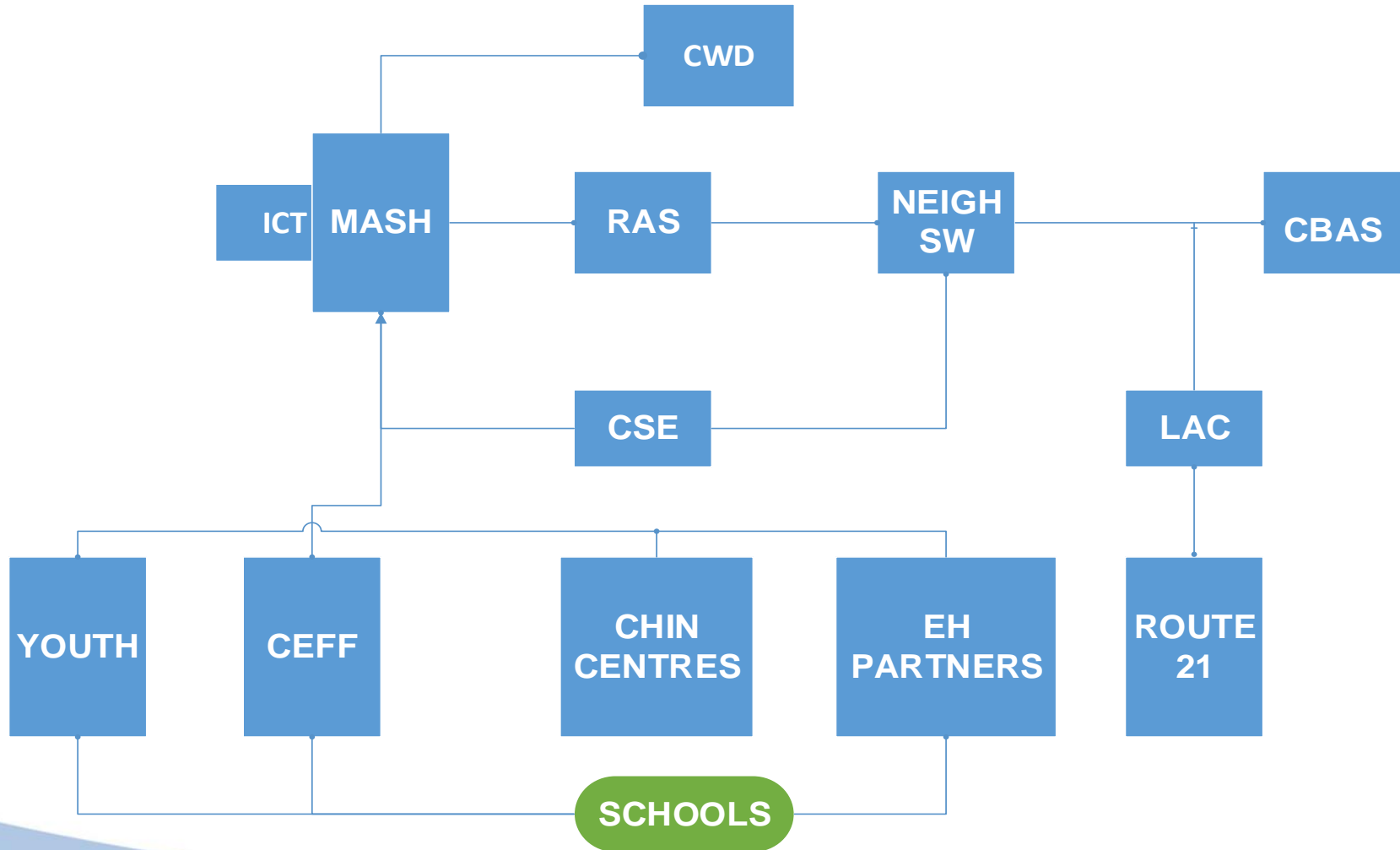
- Help develop a **self-improving system** of working where **doing the right thing is made easier**
- Support the implementation of **new ways of working** or **changes in statutory services** based on developing a sustainable structure
- Resource base which will be affordable and viable as part of the Councils **medium term financial strategy**
- **Needs of residents** needs to be balanced alongside making **radical changes in the delivery of services**
- **Working closely** with staff, residents and partners in new ways to optimise the total public funding that remains to support the most vulnerable in the city



# The Budget - Children's Services Redesign

<b>Social Care Workforce Redesign</b>					
	<b>Current</b>	<b>17/18</b>	<b>18/19</b>	<b>19/20</b>	
	£000's	£000's	£000's	£000's	£000's
Cost of Service	25,178	24,712	24,058	23,058	
Savings Delivery		(466)	(1,120)	(2,120)	
Savings Target		676	1,976	2,776	
Under-delivery		210	856	656	
<b>Assumptions</b>					
Deliver a maternity cover service in-house rather than agency cover					
Deliver £1M of activity reduction (CIN and CP) by 19/20					
No longer top up admin resource (approx £300K)					
The saving figures are in addition to the required Connecting Communities delivery.					

# Current Workflow





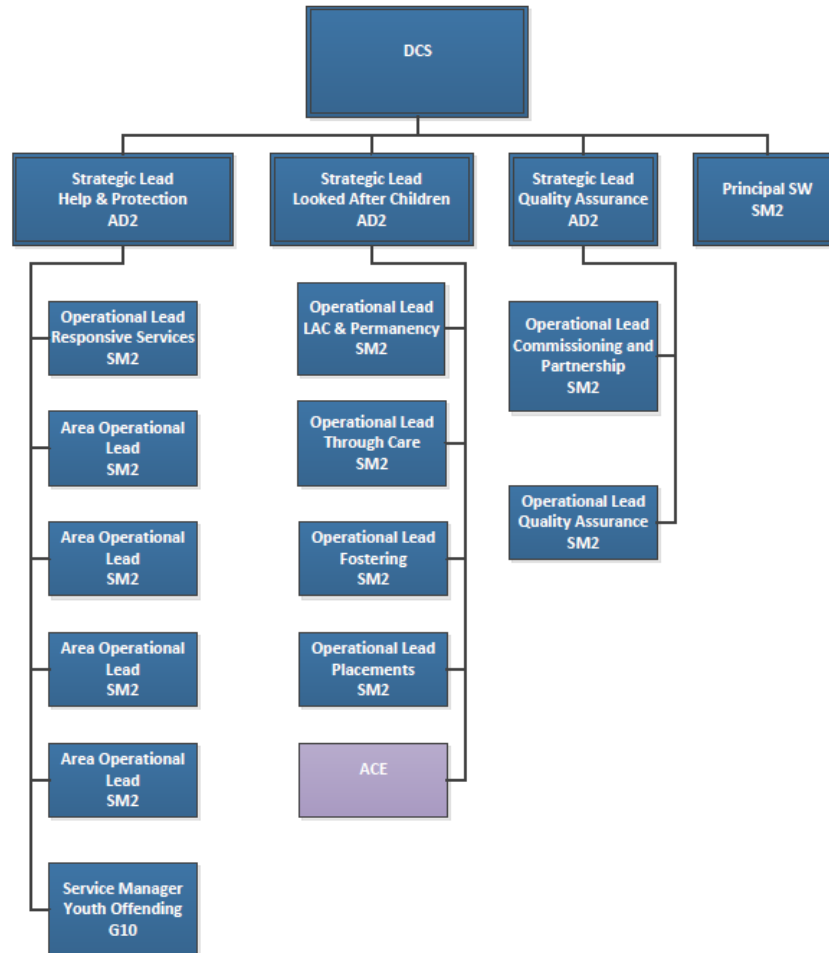


# Redesigned Workflow

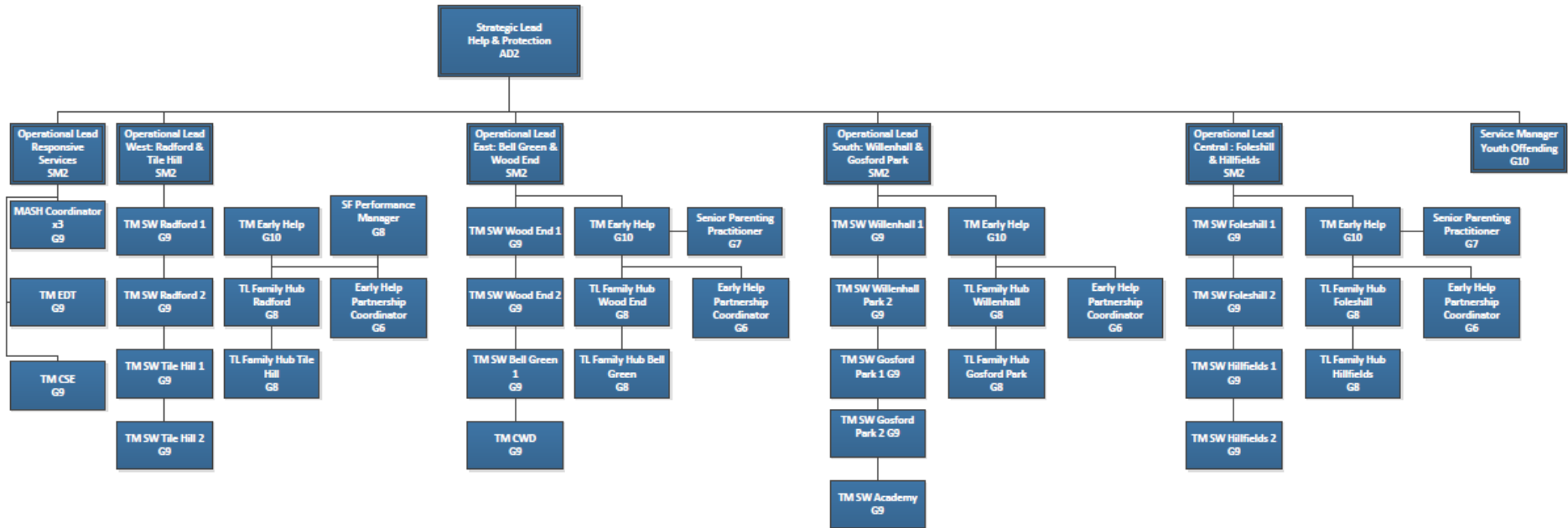
- Referrals will come in via the Initial Contact Team and MASH – a threshold decision will be made depending on level of need
- If threshold met for Social Care involvement the case would move directly into a Area or Locality Team, resulting in less transition for the child and the community based team will retain the casework until either the child becomes Looked After or is stepped down to Early Help, Universal Services or closed
- This will result in Children and their families having less changes in Social Worker and is a Community based model



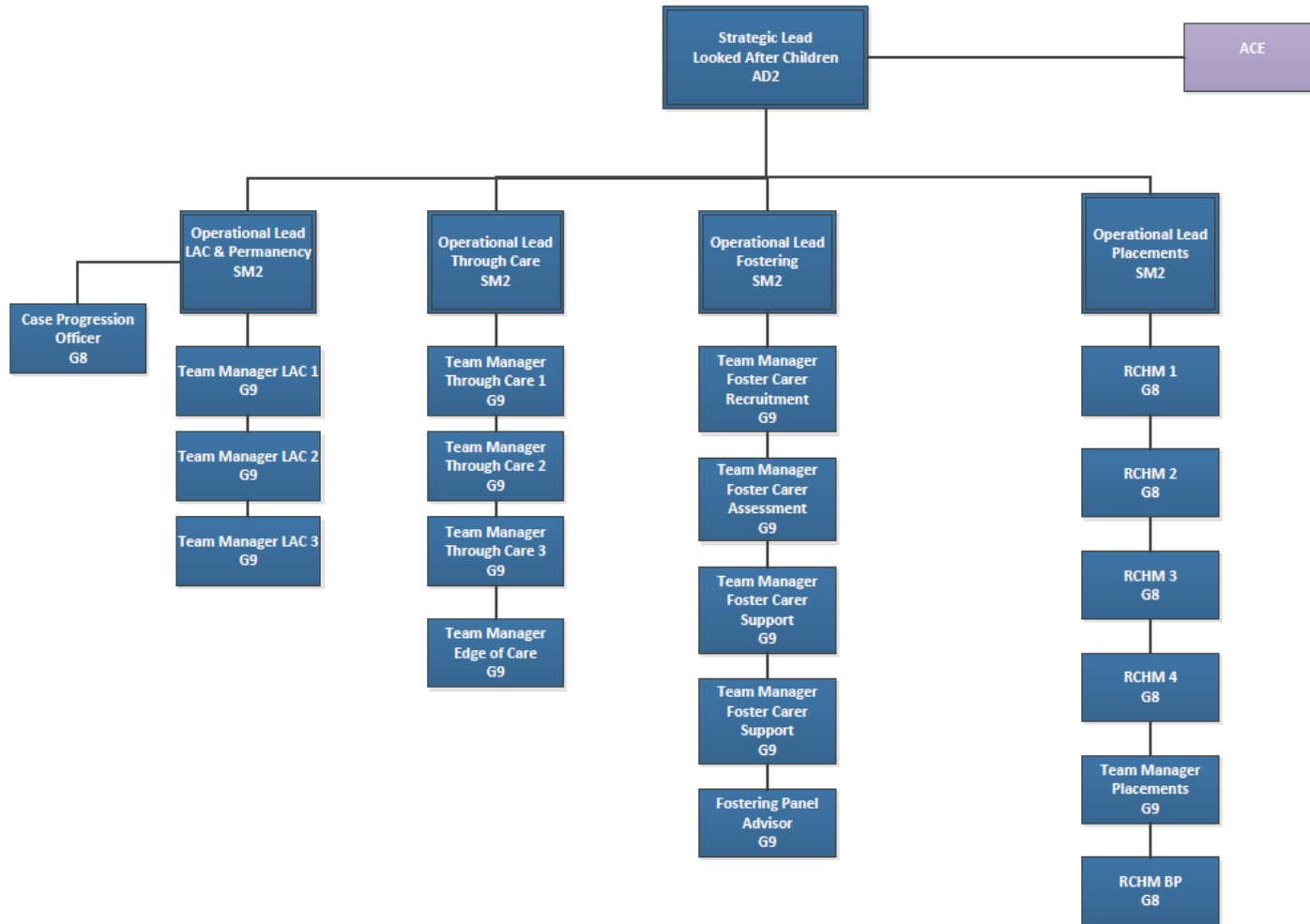
# Children's Services Management Team



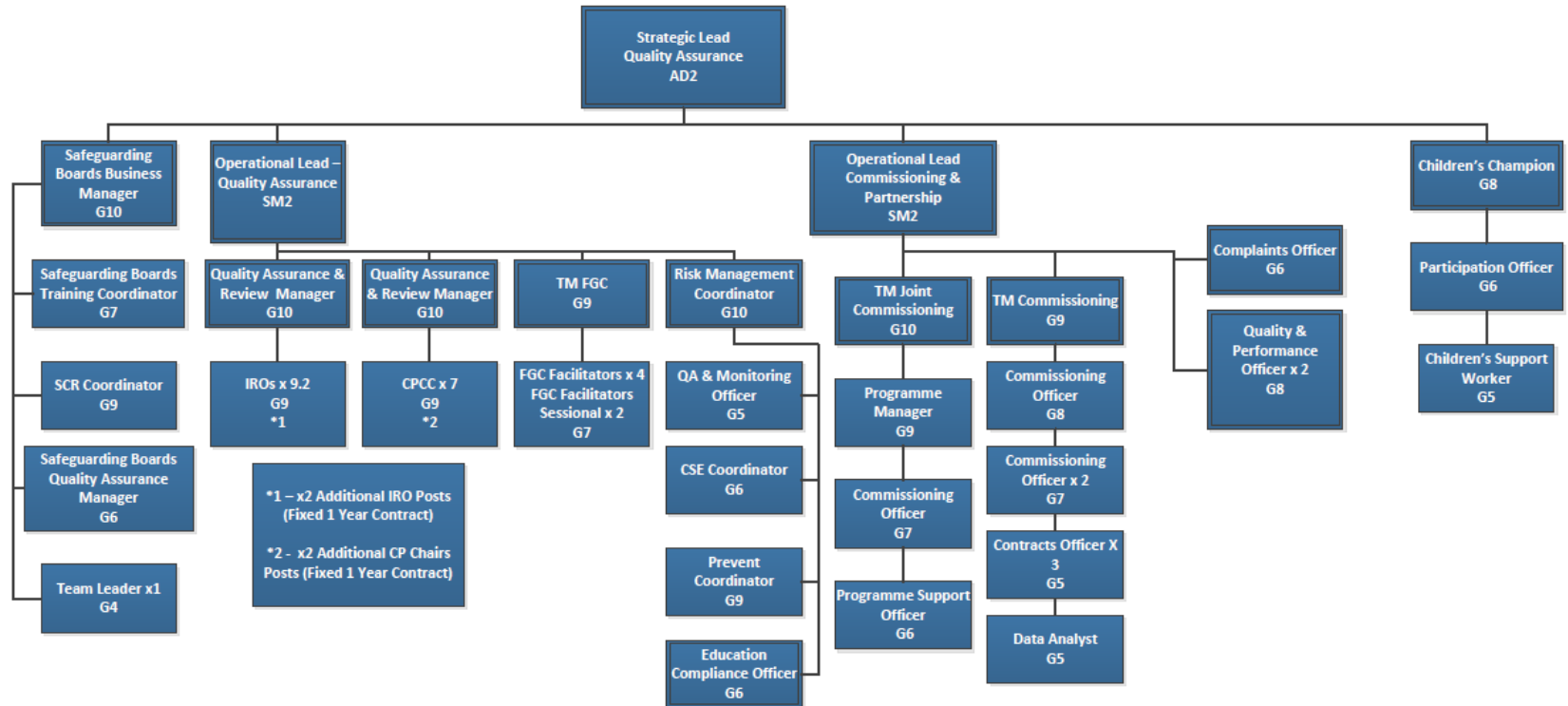
# Help and Protection Structure Chart



# Looked After Children Structure Chart



# Quality Assurance Structure Chart



# Outcomes

- Responding earlier to children's and parent's needs
- Targeting vulnerable & potentially vulnerable children
- Reducing the number of repeat assessments & hand-offs or changes in worker that children and families experience
- Enabling single assessment or support plans to be created and sustained through a child's service journey
- Creating more opportunities for other agencies & professionals to integrate their services with ours around the needs of individual children
- Supporting new ways of working based on a sustainable structure & resource base as part of the Councils medium term financial strategy
- Developing a self-improving system of working where doing the right thing is made easier

Thank you  
*Any questions?*

