

Children's Services Redesign



1 March 2018

Education and Children's Services Scrutiny Board

Presented by:

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Children's Services Redesign



Children's Services: Our Vision



Children are at the heart of everything we do.



1

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

High quality, child-centred and effective services.



2

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.



3

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

Working with families.



4

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.



5

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

Services around children and families.



6

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.



7

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.



8

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.



9

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.



10

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.

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.”

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

Ofsted focussed visit - January 2018

Two inspectors spent time at MASH & 2 Area Offices > important feedback

The MASH - reviewed our front door service and talked to social workers and partners

- Improvements in the MASH since their last inspection
- Still work to do to ensure our children get the very best outcomes - this, of course, is what drives us each and every day

Two area offices - reviewed Child in Need cases

- Quality of Children in Need Plans is variable - improve the quality of assessments is a priority to improve 'children's journeys' through our system

Positive feedback received & recognition of:

- Steady progress overall
- Leaders understanding the service well
- Strong quality assurance framework in place

Ofsted focussed visit - January 2018

Overall > moving in the right direction on **our journey to good**

Ofsted confirmed > **we are taking the right steps**

Our Improvement Plan > **remains valid**

Remains lots to do with **tight timelines** to do it in

Essential that we harness effort across **'whole system'**:

- Children & Families (our service users as well as Foster Carers)
- Council's Children's & Support Services leadership, management and staff
- MASH & Early Help Boards
- Children's Improvement and the Local Safeguarding Children's Boards
- Improvement Board Implementation Group
- Children's Services Transformation Board



Children's Services Transformational Design Principles



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



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



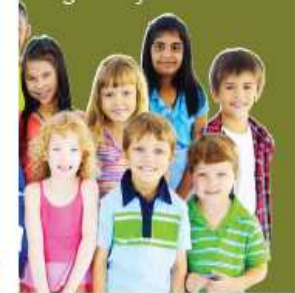
Reduce drift, delay, handoffs and duplication to ensure purposeful progress and strengthen outcomes for children



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



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



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



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



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



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



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



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



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



Early Help Operating Model

Reported Sept 17	Update March 18
Family Hubs integrating Early Help Services across a 0 – 19 age range, with multi-agency, multi-disciplinary teams	8 Family Hubs implemented with effect from Oct 17 with work underway to ensure that effective partnership working realises full potential by 21/22
Opening up untapped resources	Partnership offer being developed
Improving outcomes for children whilst reducing the demand on social care	Activity measures in place
Substantial savings by delivering efficiencies, across the Council and partners	Start to be realised in 20/21 & more fully in 21/22 as a result of reduced demand



Redesigned Workflow – Early Help

Reported Sept 17	Update March 18
Referrals will come in via the Initial Contact Team and MASH – a threshold decision will be made depending on level of need	The Initial Contact Team has been subsumed into Children’s Services Front Door (MASH) - business process work to continue to ensure effectiveness
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. 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	Referral and Assessment Team (RAS) has been disbanded – with all of the Social Workers who were previously part of RAS now working within the 4 Area Teams now in place to manage cases directly
This will result in Children and their families having less changes in Social Worker and is a Community based model	Now a two way relationship between Early Help partners and Family Hubs/MASH



What we are trying to achieve – Children’s Services Redesign

Reported Sept 17	Update March 18
<p>Support us in responding earlier to children’s and parents needs and targeting vulnerable and potentially vulnerable children</p> <p>Create more opportunities for partner agencies and professionals to integrate services with the Council’s around the needs of children, young people and families</p>	<p>The Early Help partnership is currently focussing effort on establishing an effective partnership model by end of 19/20</p> <p>- Currently defining activity required to achieve this</p>
<p>Reduce the number of repeat assessments, hand-offs or changes in worker that children and families currently experience</p> <p>Enable single assessment or support plans to be created and sustained through a child’s service journey</p>	<p>‘Do it once, do it right’ philosophy which will improve experiences of children and families as well save staff time</p>



Edge of Care Project

Reported Sept 17	Update March 18
Reduce the number of young people entering care	Showing some impact but cost avoidance is yet to be fully understood
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

Reported Sept 17	Update March 18
100 more foster care placements by March 2018 (total 250)	Target will be achieved by Oct 18 with a further stretched target of 265 by Mar 19
Re-engineered and stronger process for dealing with enquiries	Bottlenecks been identified in current process, re-engineering to occur, establishing new process measures thereafter
Foster carer retention	Work being planned to enhance capability/willingness of foster carers (existing & new) to take a wider variety of young people
Enhance training, development and support for carers	
Increased scheme of allowance and fees	Planning currently underway
Make placements which do not disrupt education or healthcare & have proximity to social work support	Make best use of local foster care placements



Residential Redesign

Reported Sept 17	Update March 18
Mix of council, private and voluntary sector	Adopting a strategic commissioning approach to provision ('make or buy')
Best quality care – no matter who provides	Council setting common standards for all provision
Our current in-house residential service assessed as not being entirely fit for purpose	Make/deliver ourselves: Previous 2 buildings closed, one refurbished, one in disposal.
Less institutional in nature	2 new buildings in place, 3 rd being purchased. Total 4 with 16 places provided.
More easily identified as homes for children and more like family life	Being established as 'homely' for a more normal living environment. Staff to be involved in workforce re-design.



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

Reported Sept 17	Update March 18
Reorganising our structures and service so we:	
<p>Deliver on our Improvement Plan Reflects the interdependence between our Early Help Strategy, the Children's Improvement Plan and the benefits for children, young people and families</p>	<p>To expedite progress of some of the improvement required, the transformation programme has been re-defined & synergised with with the Improvement Plan and early help developing operating model</p>
<p>Transform and improve outcomes for the children, young people and their families living across the city</p>	<p>The transformation programme incorporates both financial savings and children's outcomes to benefits being delivered</p>
<p>Reflect how children move through our services</p>	<p>Child centred journeys through our services are being integrated much more strongly to business process</p>
<p>Focus on frontline delivery</p>	<p>A children's workforce transformation project is currently being defined and cross referenced to the existing delivery of the Workforce Board</p>
<p>Have a stable, skilled and motivated workforce who can make decisions in the best interests of the child</p>	



External Residential Care Project

Reported Sept 17	Update March 18
Start a commissioning exercise to create a mixed economy of residential provision in Coventry	Buy provision (external to Council)
More diverse service, give more options for matching service to need	Commissioning cycle will establish children's needs as well as market / service availability and develop the market accordingly
Help create a better risk profile to the local authority	Spread the risk to reduce exposure to the local authority
Reduce the number of children and young people in residential care to approximately 10%	Reduce the number of children and young people in residential care to approximately 9% and 8% by Mar 20



Supported Accommodation Project

Reported Sept 17	Update March 18
Planning and rationalising provision to form a clear, coherent service	Clarify requirements of provision and relationship with young people's journeys through care
Prioritise Looked After Children, Children in Need and those leaving care who still need supported accommodation before taking their own tenancy.	Established clear start and end points for young people inc. ensuring 'readiness' at both ends Work with Housing on joint commissioning
Seek to disaggregate the service into separate provision for children and young people and adults	
Provision for preparation for independence and/or training	Setting up a 'leaving care' project to respond to: <ul style="list-style-type: none"> • our new statutory obligation for the Council-wide leaving care 'Offer' (published by end Sep 18) • ensuring young people are 'ready' to leave supported accommodation and fulfil full and active lives by enhancing development activity 'upstream'
Plan provision for move-on and the process for assuming tenancies	



Business Process and Workflow

Reported Sept 17	Update March 18
High quality, child centred effective help and support to children and young people, their parents/carers and family	Project is enhancing the focus on specific parts of the 'whole system'
Providing the right intervention at the right time and in the right way	
Robust relationships with families and to build on their strengths	
Reviewing activity, demand, data and business processes	Finance have designed a 'scorecard' to monitor activity in certain areas deemed likely to save staff time
Practice framework for evidence based interventions	In process of prioritising particular processes to identify bottlenecks / performance issues and deliver remedial actions (supporting above)
Approved, consistent and systematic social work practice models and core tools	



Workforce Redesign

Reported Sept 17

Update March 18

Re-organising our structures and service so we:

Reflect how children move through our services

Established a 'whole system' approach to new service structure to avoid multiple handling / handovers wherever possible.
To be integrating 'children & family' focused journeys through our services

Focus on frontline delivery

Planning currently underway to ascertain workforce transformation requirements, which will then be delivered

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

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 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



Outcomes remain the same

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?

