

CHILDREN'S CHANGE PROGRAMME

To: Children and Young People (CYP) Committee

Meeting Date: 14 March 2017

From: Theresa Leavy, Interim Director for Children's Social Care and
Lead for Children's Services Transformation

Electoral division(s): All

Forward Plan ref: n/a **Key decision:** No

Purpose: To update CYP Committee on the outcome of the
consultation.

Recommendation: To note the changes in service design and the results of
the conclusion of phase one.

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1.0 BACKGROUND

- 1.1 On the 8 November 2016, the Children and Young People (CYP) Committee received a report outlining the rationale for the proposed transformation of children's services. The bringing together of Enhanced and Preventative Services and Children's Social Care brings about a fundamental redesign of the proposed Children and Families Directorate. The Children's Change Programme was put in place as the framework to govern the changes during the period of design and implementation (August 2016 – December 2017).
- 1.2 At the November meeting, the Committee resolved to agree the overall direction of travel of the proposals setting out how early help and targeted services can be integrated so that the whole system works together to improve outcomes for children and enables them to thrive.
- 1.3 This report outlines the progress that has been made since the 8 November 2016 and the main changes that are being implemented as a result of the conclusion of the phase one consultation.

2.0 PHASE ONE CONSULTATION – ENGAGEMENT WITH STAFF AND KEY STAKEHOLDERS

- 2.1 Phase one of the re-design focussed on devising the top level management structure within the service along with a number of further proposals that needed to be brought forward as a result of the changes at management level. The consultation in relation to phase one was released to staff on 7 December 2016 for 45 days. We had good engagement during the consultation period from staff and other key stakeholders such as Schools, the Voluntary Sector and Districts. During the consultation period we held four Service led staff drop-in sessions across the County, two Member led staff drop-in sessions and other bespoke sessions with particular cohorts of staff. A weekly updated Question and Answer (Q&A) document was developed to communicate the answers for some of the more generic questions asked with approximately 100 questions fielded. Some of the more detailed feedback was held back as part of the consultation response.
- 2.2 The Response to the Consultation document was launched on 27 January 2017 and the recruitment phase now begins with staff confirmed into the new structures by mid March 2017 (see Appendix A for the final structure chart). The key themes from the consultation are highlighted below and more details can be found in the full Response to the Consultation document which has been published on the Cambridgeshire County Council internal Intranet CamWeb: <https://tinyurl.com/jne9mb1>. Printed copies are also available on request.

3.0 RESPONSE TO THE CONSULTATION – MAIN HEADLINES

- 3.1 This section of the report focusses on the key themes from the consultation and the new structures that will be implemented as a result of the consultation.

KEY THEMES:

- 3.1.1 District Based Delivery Model** – The move to a District Model has been well received during the consultation. We have listened to the concerns raised by a number of stakeholders in the South Cambs District regarding the impact of this model on the population footprint in this District and we will add additional resource to this area to support the wider geography and number of schools.

We value the need for prevention and early help in Cambridgeshire and to that end are retaining a structure that continues to build on the excellent work the locality teams have started by maintaining 7 district based teams whose focus will be early help. We want to build on the success of the locality teams and partnerships developed at a local level and will be looking at working with partners and schools to look at how best to do this so that the localised work within a locality is not lost. We are not anticipating ‘fewer staff’ in terms of front line practitioners and would want staff to work within a reasonable distance around their current bases and schools. The sub structure of the District teams is being considered during phase two (see section 4.1 of the report).

Following the recruitment of the Senior Management posts, the following internal appointments have been made; Head of Service Early Help North – Sarah Tabbitt, Head of Service Early Help South – Lisa Riddle, Head of Service Safeguarding North - Jitka Kohoutova and Head of Service Safeguarding South – Fiona Van Den Hout.

The recruitment for the Heads Early Help and Safeguarding District Manager posts are now taking place (seven for Early Help and seven for Safeguarding spread across: two for Huntingdonshire, two for Fenland, one for Cambridge City, one for South Cambridgeshire and one for East Cambridgeshire).

- 3.1.2 Ring Fencing and Assimilation** – The approach taken in this regard mirrored that of the Corporate Capacity Review (CCR) in that all staff placed at risk during the consultation had the opportunity to apply for any new role in the new structures. We believe that this is the fairest approach for staff whilst also creating an environment where the best candidate is selected for each role.
- 3.1.3 Unit Coordinators** – Our intention was always not to disrupt frontline staff during the consultation process. However, due to the additional responsibilities for this role in regard to family meetings and resource planning combined with the reduction in the number of roles aligned to the reduction in Units, this role was placed at risk. The recruitment process is currently underway but we envisage minimal redundancies here as there are opportunities for staff in the Integrated Front Door.
- 3.1.4 Family Meetings** – We want every social work unit and every early help team to have the capacity and capability within its provision to lead and deliver Systemic Safety Plan family meetings (see 3.1.5). These meetings will provide the foundation for our engagement with families across all the districts and the units. We have concluded therefore in the consultation that the existing Family Group Conferencing Service will be closed. Staff impacted by this change are being supported through the HR process and we will look to mitigate redundancy where we can.

3.1.5 Clinical Capacity - Views received about the proposal to reinvest in the level of clinician capacity in and across the Social Work units have been welcoming and positive. This will enable us to create more consistency across the service and create more equitable access to clinical services for families. Clinician input will help to ensure systemic working as core to all our daily contacts with families as part of all the work we do ensuring wider family members are involved at early stages of our work and their strengths and resources mobilised as much and as soon as possible.

Staff outlined how clinical time is as important to staff as it is to families. We know that our social workers, particularly those that deal with child protection, deal with some very difficult, traumatic cases and that quality supervision and time to reflect are important factors to help ensure the emotional resilience of our staff. To this end we have reinvested in clinical time in the unit model, and continued investment in systemic training. This is to ensure that units can have access to clinical input within the units and access this support, and unit members can find ways of managing their work most effectively together.

We have considered all staff views with regards to the need for more clinical time in relation to support to foster carers, foster carer training and staff support and we have confirmed that 0.3 whole time equivalent (wte) of clinical time can be allocated to fostering services.

THE NEW STRUCTURES:

3.1.6 Senior Leadership – We received a lot of positive feedback about the integration of Children’s Social Care and Enhanced and Preventative Services and the need for a single Service Director to lead the new Children and Families Directorate and an Assistant Director role to support the operational management requirements and strategic Director. This consultation decision will be considered by the County Council’s Staffing and Appeals Committee following the publication of the Response to the Consultation.

3.1.7 Integrated Front Door – In reflection of feedback we received, we have amended the structure in this area aligned to the case load management of each social worker. The amended structure lost 1 x Team Manager, 2 x Senior Social Workers and 1 x Social Worker. We have decided that there will be an integrated management and partnership structure between Cambridgeshire and Peterborough City Council, however in the first instance staff from each authority will carry out their own work and enter onto their own IT systems. Peterborough will be funding some of the job roles within the new structure and will look in the first instance to second some existing Peterborough staff into these roles.

Following the internal recruitment process, the Head of Service post for the Integrated Front Door is vacant and therefore will now be advertised more widely.

In preparation for the implementation of the new Integrated Front Door, the business processes were reviewed to ensure that they are as streamlined as possible. This facilitated the need to respond to the feedback received regarding the Family CAF being too long and complicated for families and frontline staff. The Early Help Assessment and Family Plan was introduced on

5 December 2016. The assessment documents replace Family CAF as a direct replacement whilst all other processes remain the same until the Integrated Front door is launched in April 2017. The new documents have been positively received. A suite of fact sheets to support professionals with the use of the new documents is in progress and leaflets are currently being prepared for professionals.

The Cambridgeshire Threshold Document (to replace the Model of Staged Intervention) has been signed off by Cambridgeshire Local Safeguarding Children's Board (LSCB) and will be launched April 2017 in parallel with the Integrated Front Door.

In preparation for the launch, 30 workshops have been delivered across the County and have been attended by nearly 850 delegates across the partnership. The feedback received has been overwhelmingly positive and further evening workshops have been offered during January at the request of early years providers. These have also been offered to foster carers and other Partner agencies.

We have undertaken workforce development sessions for staff in the MASH which covered the MASH Business Process, Information Sharing and Risk Assessment. Further sessions will take place in March 2017 which will also include new navigators and members of staff. A wider workforce development programme for the Early Help Hub and MASH is under development and sessions are planned to run in March ready for going live in April 2017.

- 3.1.8 Partnerships and Quality Assurance** – The Children's Centres and Family Work Strategy posts which we consulted upon being line managed and located here are now in scope of the Commissioning restructure with a proposal for them to be placed within the joint commissioning unit. We are ensuring that the significant functions that these colleagues deliver are safely and effectively maintained through this process.

Service development is now underway for this Service and Sarah-Jane Smedmor has been successful in securing the Head of Service post. Interviews for the Principal Child and Family Worker will now take place.

- 3.1.9 Countywide and Looked After Children's Services** – There are no major changes to this service area as a result of the consultation.

Service development is now underway for this Service, which will continue to be led by the interim Head of Service Fiona MacKirdy as this post is vacant following the internal recruitment process. The post will now be advertised more widely. Recruitment to the posts of Residential and Placement Provision Manager, Service Manager for 14-25, Team Managers and a No Wrong Door Manager will now commence.

The transformation funds that have been secured for the development of the No Wrong Door model will be one of the key development areas for this service and work is already underway in this regard.

- 3.1.10 Special Educational Needs and Disability** – In terms of the SEND Senior Management structure, in the consultation we consulted on two heads of service and yet received very strong feedback that one post was preferable supported by senior capacity to develop the service. We have therefore

amended our proposals and there will be one Head of Service SEND 0-25 and one fixed term Development Manager post. Strategic responsibility for SEN outcomes will remain in the Learning Directorate.

Service development for a 0-25 SEND service is well underway and following the recruitment process, Helen Phealan was appointed to the Head of SEND 0-25. The recruitment of the fixed term Development Manager will now commence whose role it will be to support the Head of Service to develop this service. They will bring together all services for all children and young adults across Children Families and Adults into one integrated service and look to maximise opportunities for joint work with health and other key partners. Details regarding this will be released in the phase two consultation which is anticipated in early March 2017.

4.0 FUTURE DEVELOPMENTS – PHASE TWO AND BEYOND

4.1 As phase one draws to a conclusion, service design for the District Early Help Teams substructure in relation to family work, the intensive family support service through the No Wrong Door, the Contact Service and SEND 0-25 is well underway.

In line with all the changes that we are making across children's services, we need to ensure that we have the right business support in place to underpin all of this. Business support plays an integral role in our business and we are currently reflecting on the new requirements for this following all the changes.

The detail of this phase is currently being worked through by Officers with engagement of staff in scope of the proposals and we anticipate that this will be released in early March 2017. It is our intention not to put any frontline staff at risk during this process where this can ultimately be avoided.

5.0 ALIGNMENT WITH CORPORATE PRIORITIES

5.1 Developing the local economy for the benefit of all

5.1.1 There are no significant implications for this priority.

5.2 Helping people live healthy and independent lives

5.2.1 This report discusses the changes relating to local, targeted services for children and young people, and services to support children with special educational needs. It describes work to develop these services so that all families in Cambridgeshire have the opportunity to thrive, and wherever possible, children live with their families in their communities. The implications of improvement in these services is that more children and families leading healthy and independent lives.

5.3 Supporting and protecting vulnerable people

5.3.1 This report discusses proposals for developing services that support and protect vulnerable children and families in the county, such as children's social care, services for Looked After Children, and child protection. Section three of this report describes the development of specific proposals to change and improve the way such services are delivered at the moment. The implication of these improvements is more effective support for vulnerable children and families, and therefore better outcomes.

6.0 SIGNIFICANT IMPLICATIONS

6.1 Resource Implications

6.1.1 The reduction of posts in the phase one restructure leads to a saving of £450k. There is a £525k saving against Children's Social Care/Enhanced and Preventative Services to be made in the 2017/18 Business Plan. There is a risk therefore that the overall Children's Change programme doesn't balance financially. However, the Programme Sponsor and Programme Director will ensure that any budget shortfalls will be discharged appropriately.

There is still however a £1.1m historical pressure as an ongoing pressure to be managed. Work is underway to reduce this as much as possible.

6.1.2 The recruitment phase has already begun and this is scheduled to complete by mid March 2017. It is difficult to quantify the level of redundancies at this stage until the recruitment phase is complete. Those either choosing not to apply for one of the new roles, or who are unsuccessful, may be placed under notice of redundancy unless suitable alternative employment is secured.

6.1.3 There are some immediate property implications for phase one including the expansion of space in Chord Park to accommodate the staff working in the Integrated Front Door and the 14-25 Looked After Children (LAC) Service. The requirements are being scoped and will be approved through the Council's Strategic Property Assets Board. There will also be property implications as a result of the phase two changes and move to the District model which are currently being scoped. The Council's Transformation Team is taking a lead role in scoping and approval of the property implications.

6.2 Statutory, Legal and Risk

6.2.1 This report discusses some children's services that the Council is obligated by statute to provide and are overseen by regulatory bodies, particularly Ofsted. Particularly in the child protection area, a complex legal framework governs the Council's actions to safeguard children. Risks in this area to individuals, communities and the Council's reputation are high because of the high needs of vulnerable children and families, and the high media profile of child protection services particularly. Services manage these risks using the Council's risk management policy and they are scored at a tolerable level currently. The risks associated with changing and developing services are being mitigated through careful programme management and wide consultation before making any significant operational changes.

6.3 Equality and Diversity

6.3.1 The changes discussed in this report are not considered to have any significant implications for changing the access to services or quality of life for different groups. A Community Impact Assessment will be carried out on any individual proposals where it is necessary to do so.

6.4 Engagement and Communications

6.4.1 The implications for this section are outlined in section two and three of this report. In addition, there is a requirement for a full complement of stakeholder

communications once the recruitment for phase one is complete which is currently underway.

6.5 Localism and Local Member Involvement

6.5.1 Local members have been engaged through Member Seminars and Business Planning sessions.

6.5.2 This report discusses re-organising children’s services around an integrated district model. This is because the district model allows the best balance of efficiency and scale required for children’s social care to operate in an integrated way with Early Help, and recognises the importance of housing and community services overseen by district councils in addressing deep-seated and long-term challenges for families.

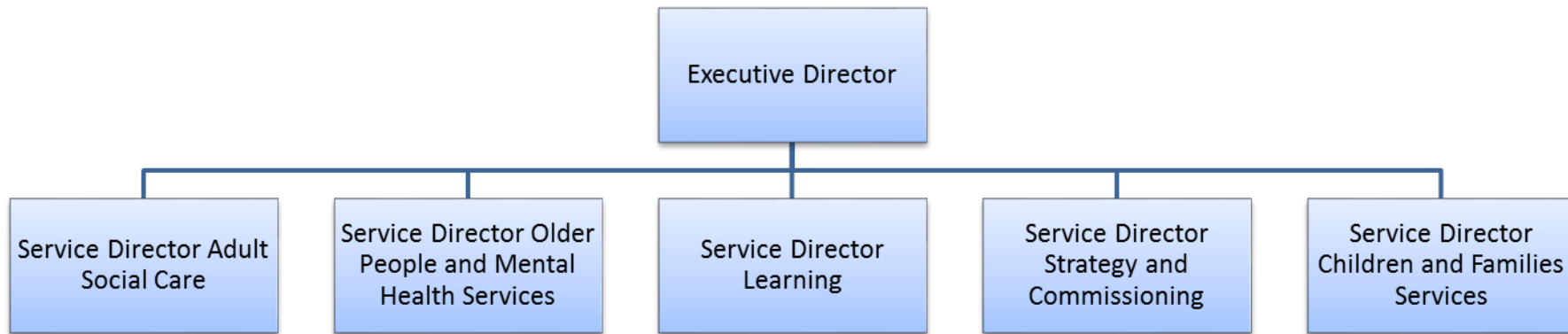
6.6 Public Health

6.6.1 This paper discusses improvements to children’s services that are expected to improve outcomes for children and families. These are expected to include wider determinants of health such as educational attendance, safety in the home, addressing substance misuse and mental health. The implications of these improvements are therefore that there will be an improvement in the health of the group of children and families who are supported by targeted children’s services.

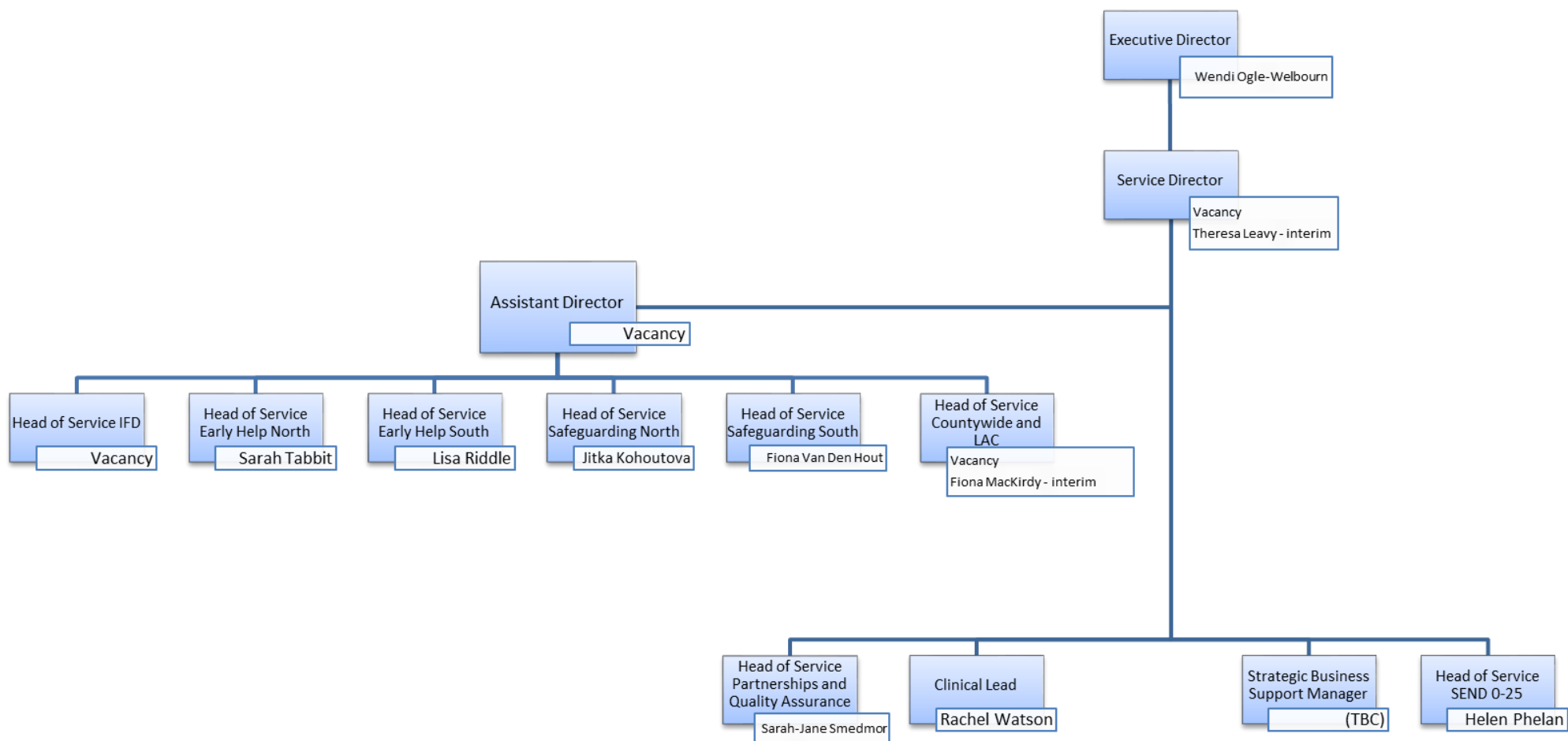
Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: M Wade (CYP)
Has the impact on Statutory, Legal and Risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Lynne Owen
Are there any Equality and Diversity implications?	No Name of Officer: CFA Service Director: Theresa Leavy
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Simon Cobby
Are there any Localism and Local Member involvement issues?	No Name of Officer: CFA Service Director: Theresa Leavy
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
Children and Young People Committee Report: Service Committee Review of Draft Revenue Business Planning Proposals for 2017/18 to 2021/22 – 11 October 2016	http://tinyurl.com/j5d67bu
Children’s Centre Service Delivery and Proposed Future Developments in 2017/18 – CYP Committee paper – 11 October 2016	http://tinyurl.com/jlzfopy
Looked After Children Strategy and Savings – CYP Committee paper – 11 October 2016	http://tinyurl.com/zr8pyxc
Children and Young People Committee Report: Children’s Change Programme – 8 November 2016	http://tinyurl.com/hber7zt
General Purposes Committee – Transformation Proposal for the ‘No Wrong Door’ model – 10 January 2017	http://tinyurl.com/hoekl2l
Children’s Change Programme – Phase One Consultation Document to staff	Printed copies available on request.
Response to the Phase One Consultation	Printed copies available on request

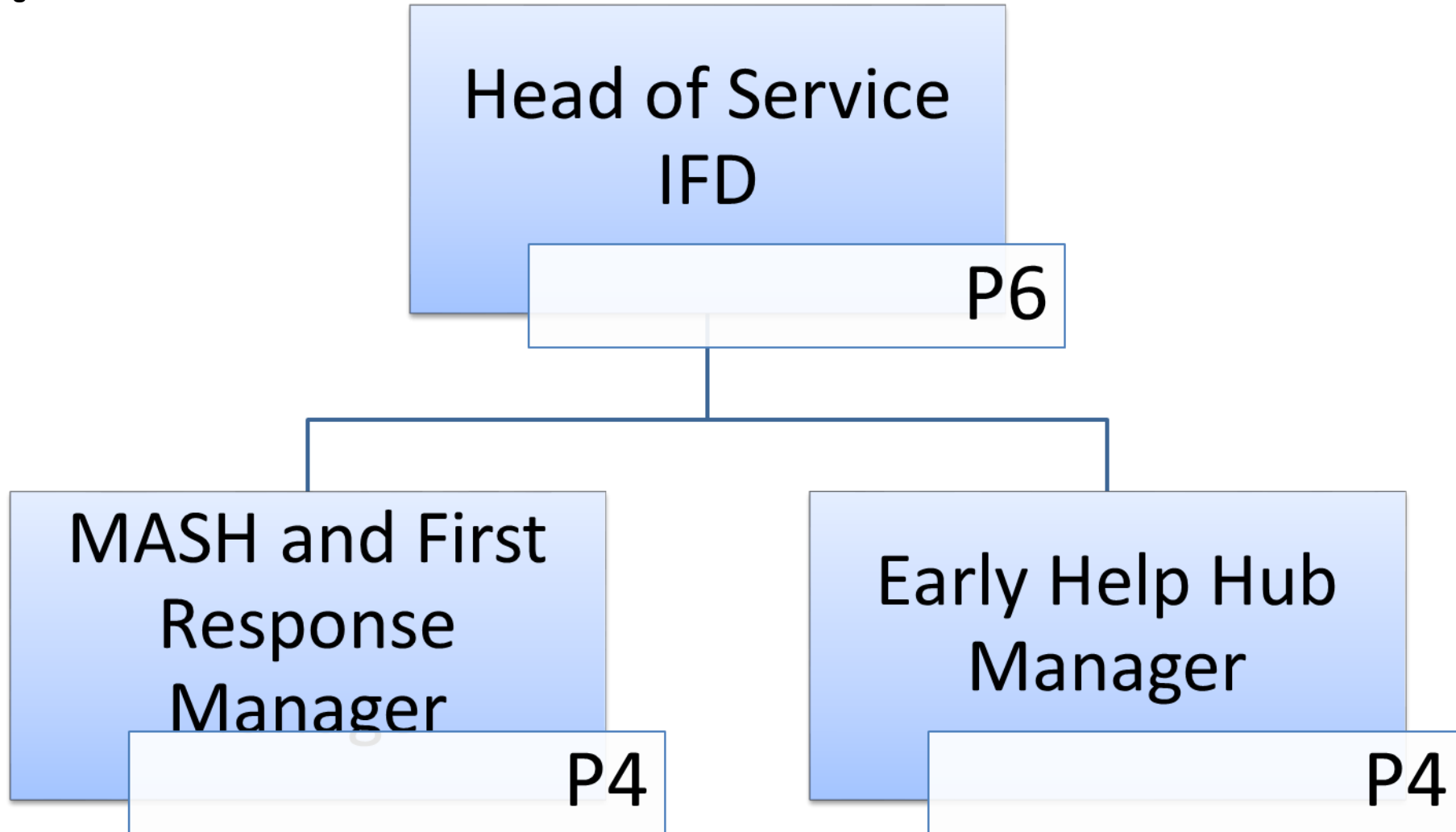
APPENDIX A – CONFIRMED STRUCTURES



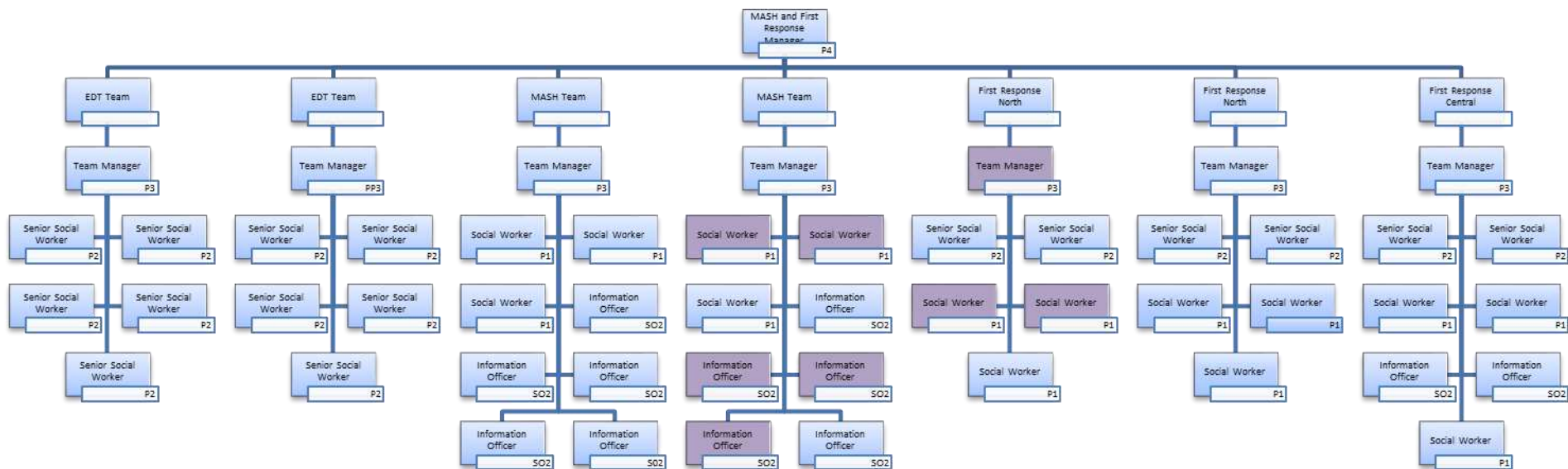
Top level management



Integrated Front Door



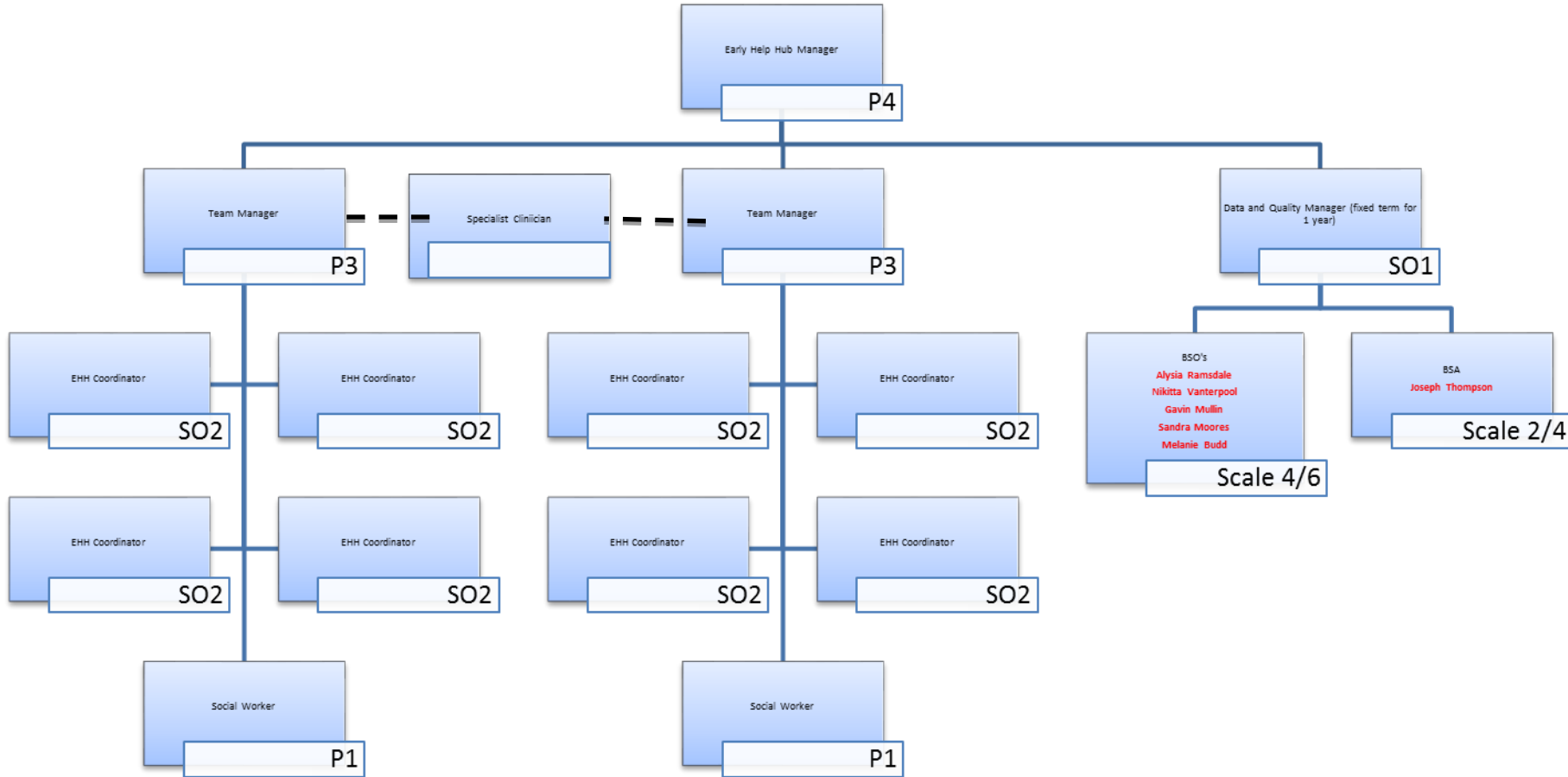
MASH and First Response



*Key – Posts in purple will be resources by Peterborough staff and funding.

** EDT will be unchanged

Early Help Hub



Head of Service Early
Help
North

P6

Early Help District
Manager

P4

Early Help District
Manager

P4

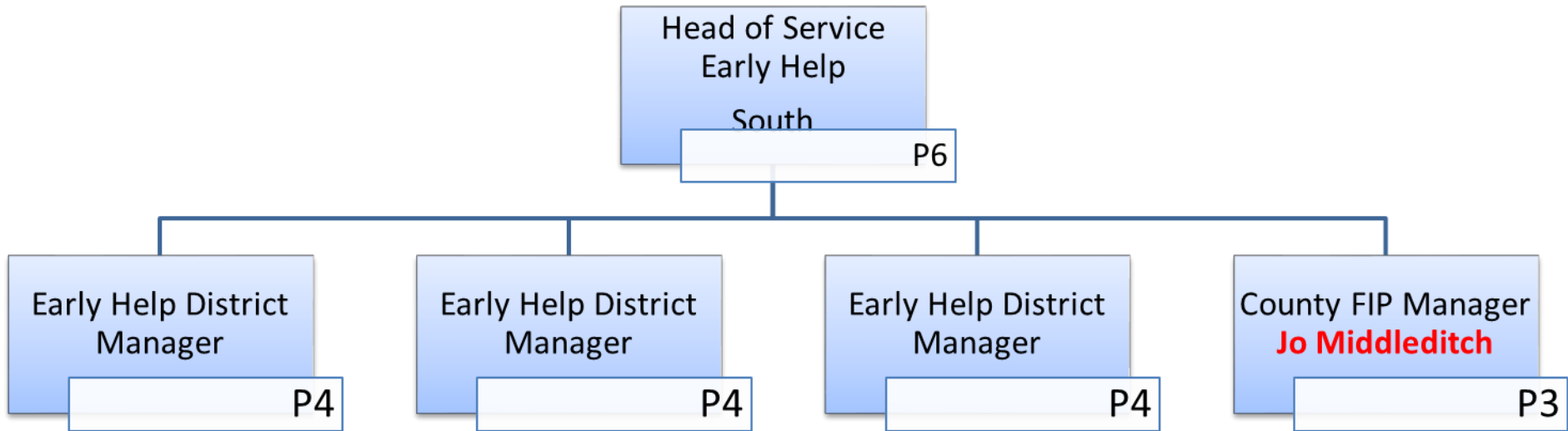
Early Help District
Manager

P4

Early Help District
Manager

P4

Specialist Family
Support Service



Head of Service
Safeguarding
North
P6

District Safeguarding
Manager
P4

District Safeguarding
Manager
P4

District Safeguarding
Manager
P4

District Safeguarding
Manager
P4

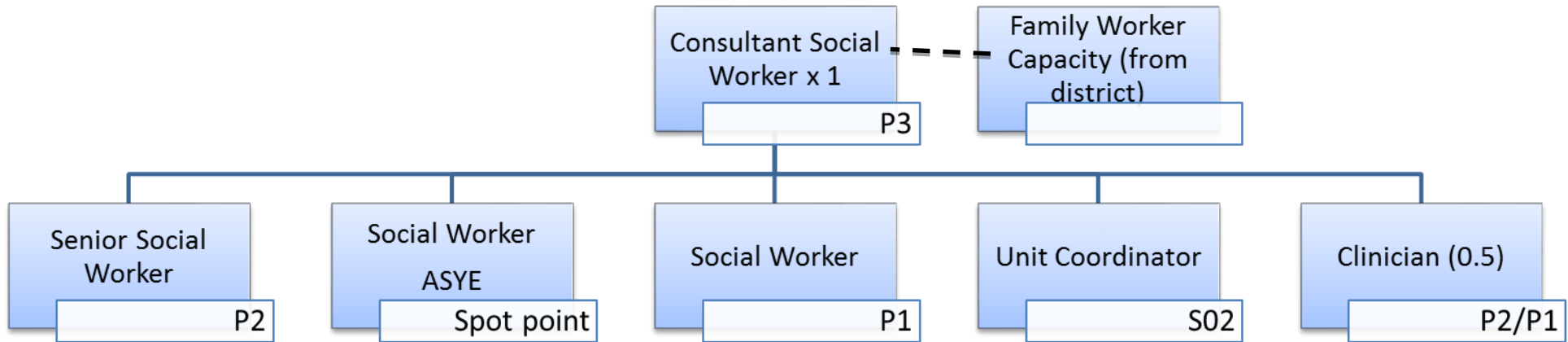
Family Network
Facilitator North (fixed
term for one year)
P2

Family Network
Facilitator South (fixed
term for one year)
P2

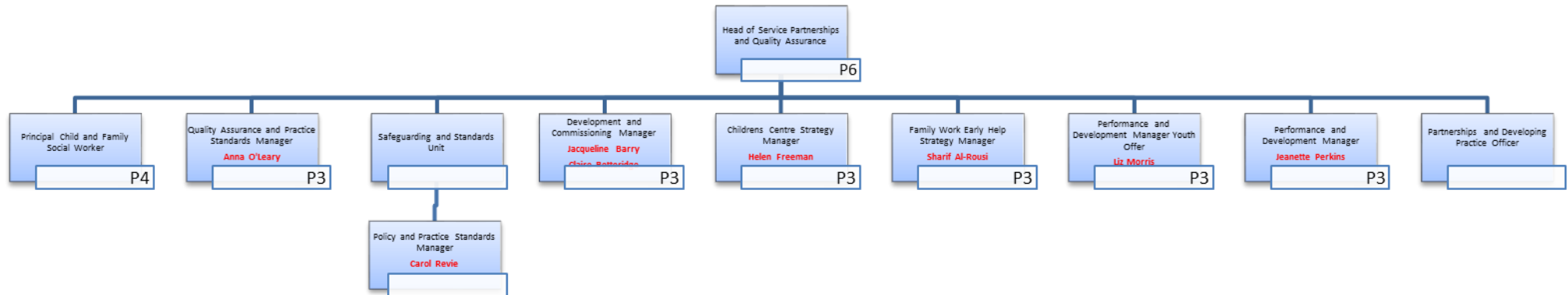
Head of Service
Safeguarding South
P6



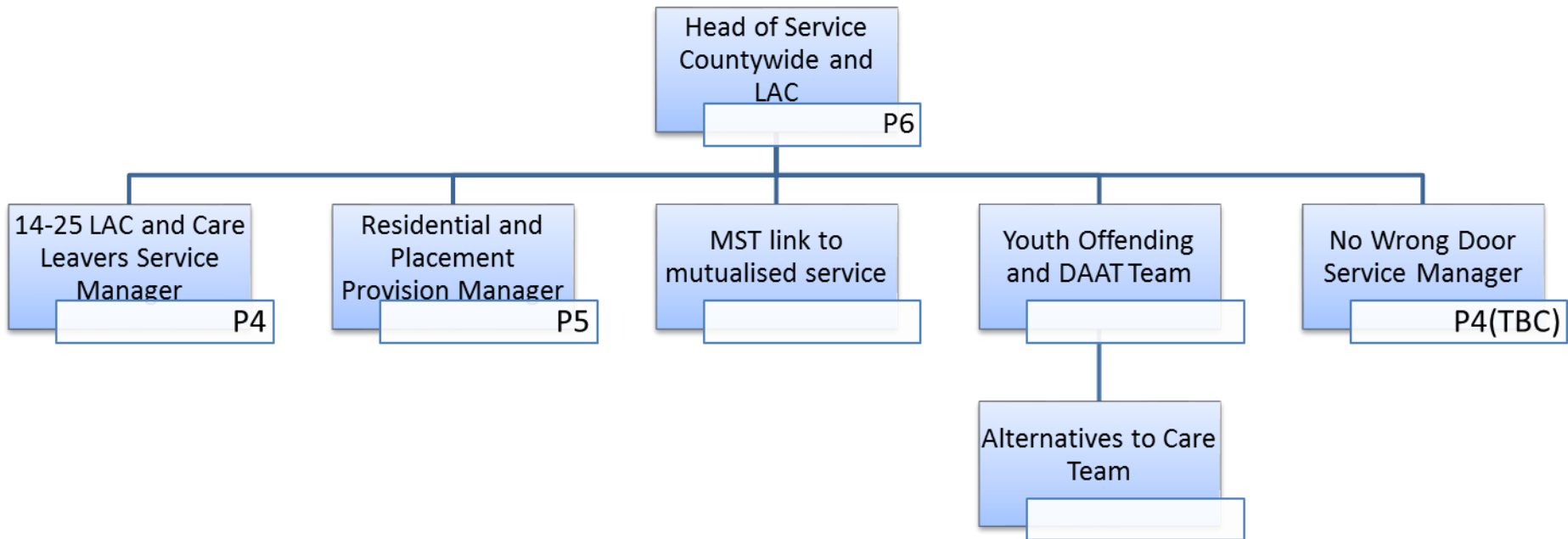
Units x 32 (excluding disability)



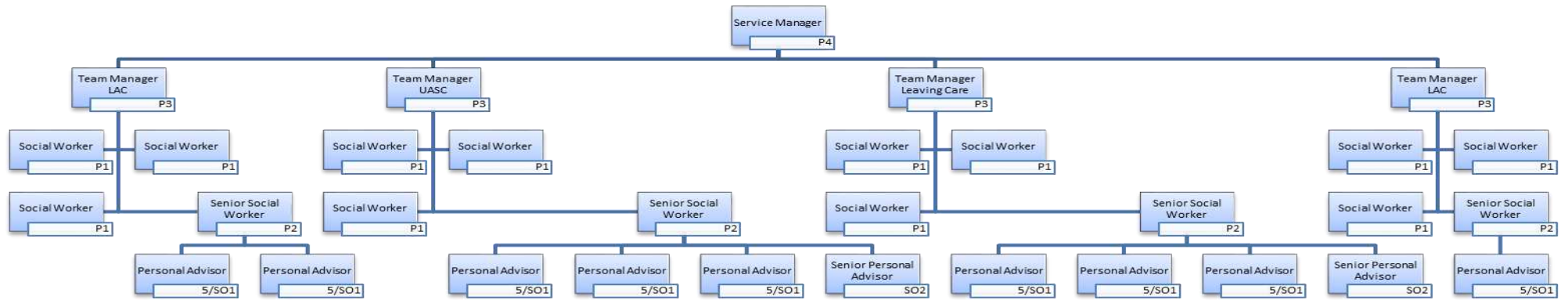
Partnerships and Quality Assurance



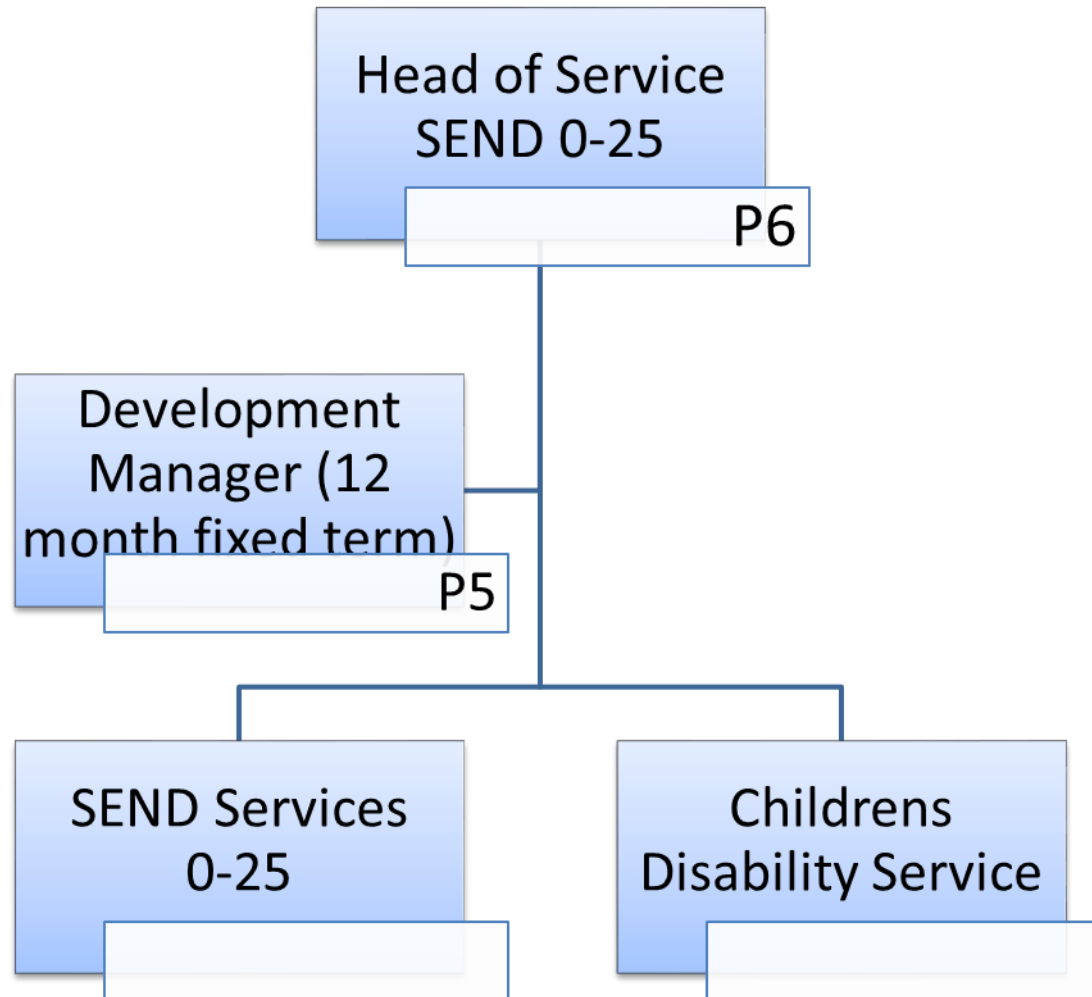
Countywide and LAC Service



14-25 years Looked after Children and Care Leavers



Special Educational Needs and Disability (SEND) Service



Clinical structure

