Central Bedfordshire Council

TRANSFORMING CHILDREN'S SERVICES

Briefing for Corporate Parenting Panel8th May 2017

Gerard Jones











Our ambition

To have the happiest, safest, healthiest & highest achieving children in the country







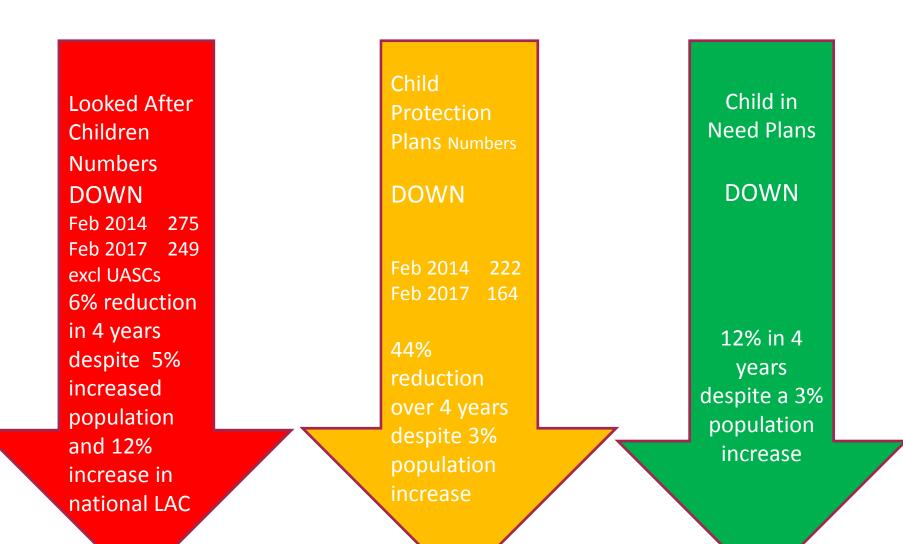








Building on our strengths in preventing family breakdown



Good Outcomes for Children in Care

- Social Workers visits to Children in Care 97.7%
- Average SDQ Score (Mental & Emotional Wellbeing) for Children in Care — Down from 14.7 to 13.4
- Placement Stability Children in Care with 3+ Care
 Placements Down from 12.2% to 9.2%
- Placement Stability children in the same placement for 2+ yrs – Up from 63.0% to 78.4%
- Care Leavers in Suitable Accm: Up from 88.3% to 90.9%
- Care Leavers in EET: Up from 68.0% to 70.2%

Realising our ambition – the Transformation Programme Work Streams

Integrated Working Project

Project leads: Gerard Jones and Celia Shohet

Service Development

Lead: Alex Coman

- Develop and test new operating model for locality working, including structure, pathways in and out of system, roles and supporting processes
- Establish a plan for implementation, including realistic phasing to introduce the new model

Workforce Development

Lead: Debbie Crawford

- Skills audit focusing on demand drivers & develop plan to address gap
- Review external best practice
- Develop a workforce development strategy and plan
- Identify suitable training and roll out development plan

Commissioning and Performance

Lead: Ben Pearson

- Design commissioning/ decommissioning strategy
- Review effectiveness of services that were not in scope of original PIR
- Develop, test and implement service performance framework
- Resource Allocation System design and implementation

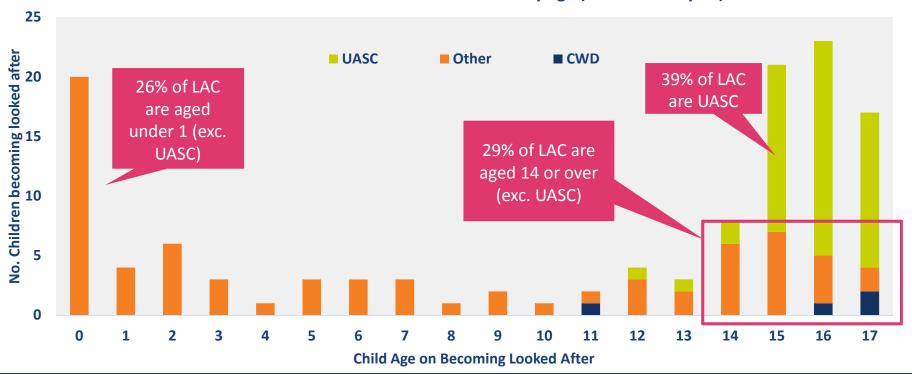
Infrastructure and Systems

Lead: Alex Coman

- Understand the enabling functions to support the new model (IT, equipment and accommodation)
- Develop and agree information sharing protocol across partnership to optimise systems use and access

Insight from the Transformation Programme – care entry is driven by children under 1 year and by adolescents





Identifying the two key cohorts allows us to focus on shaping the system to support and offer early intervention to the most at risk children and families

Key messages from our development work – to get even better

Our services need to be more integrated

our model of delivery needs to change

We need to work with families for longer

We need to focus on direct intervention and delivery

All staff will need to have core skills

We need to use data differently

We will need to consider how we commission different specialist support

Two key pathways:

Pre-birth to 1 year

•14 + (particularly adolescent girls)

We need to invest in partnerships and work more closely with our localities

We will be introducing five integrated locality teams in June 2017

It is clear that we need to integrate our services to address the problems families face more effectively

Schools, 3rd sector, community provision

Partners including
Police, Adult Services,
housing

Social Care

Core CBC Early Help

Named lead from core team linked to a school, GP etc.

Creating improved dialogue, advice and relationships between our locality teams and universal services with a key role of the locality team being developing community capacity

Partners beginning to be based with core teams

Our ambition over time is that more partners are physically based in these locality teams some or all of the time. This includes connecting our adult-based services

Social Care wrapped around core teams in localities

Supporting risk oversight to core early help; connections with universal services to build their confidence in pathways & support; providing consistent local SW interface

Integrated core team in localities – potentially in schools

Bringing together a range of current services including: supporting families, parenting, early help, family intervention service, youth support services, health visiting & school nursing

Role of key worker

Each team will have a number of Early Help 'key workers' within it

These workers will have a number of key roles over time

The role of workers in the locality teams is multi-faceted and includes: -

- Providing direct case work support to families
- Ensuring a clear understanding of locality provision
- Working with universal services to develop their capacity
- Potentially commissioning on an individual or local scale

Risk oversight with Social Care

Locality teams core casework

• (see previous slide) includes interventions at different levels of need

Building Universal and 'Community' Services capacity including: -

- Link to schools and nurseries
- Link to libraries and leisure services
- Link to GPs

Commissioning within localities

Community and church groups

Understanding provision

What is in the community?

The 'Transformation' Journey - The Planned Timetable

Integrate CBC Childrens
Services early help & social
care in locality teams

hase 1

Supporting Families

y Early Help Team

Social Care

FIS

Adolescent Hub

Parenting

Youth Support Service

CLEAR LINKS WITH

Schools & their Family Support Workers, GP surgeries

Integrate other council services into integrated locality teams

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- Housing
- •Health Visitors

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- School Nurses
- **—** •Path to Recovery
 - Community Safety
 - •YOS
 - SEND Services
 - •Leaving Care Team
 - Domestic Abuse Team

Other partners fully join integrated locality teams

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Police (PCSO's)

Adult Mental Health

CAMHS

SEND Services (including commissioned)

Town Councils

3rd Sector

- End June all 5 CBC locality teams go-live
- One locality multi-agency prototype including a mix of phase 2 + 3 agencies in Dunstable
- Evaluation following phase 1
- Other council services located in locality teams
- Full multi-agency team in Dunstable evaluated
- All five localities are multi-agency with key partners & CBC staff co-located in each locality
- Consider phase 4 universal services join, colocation / campus arrangement with schools where appropriate

Target by June 2018

Target by December 2018

June 2017

SUMMARY

- We are a well performing Council and good Corporate Parents to our Children in Care and Care Leavers.
- It is clear that by working more closely with key partners we can do even better and use our resources more efficiently.
- The Transformation Programme is key to the Medium Term Financial Plan over the next 4 years.
- New leadership arrangements are in place in Children's Services including a new multi –agency Children's Leadership Board.

SUMMARY

- The first stage of implementing the programme commences in June 2017 with Locality Early Help Teams and a multi agency Domestic Violence pilot in Dunstable.
- We will develop an 'Adolescents Hub' to target support on young people most at risk of care, custody and School exclusion.
- We will target better support and interventions to very young children whose parents are affected by Domestic Abuse, Mental Health, Substance Misuse, Learning Disability and Criminality.
- New services will be closely linked to School Clusters and based in the communities they support.