

Public Document Pack

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23 September 2020

Dear Member,

Children and Young People's Services Scrutiny Committee - Thursday, 24 September 2020

Please find enclosed the following document for consideration at the meeting of the Children and Young People's Services Scrutiny Committee on Thursday, 24 September 2020 which was unavailable when the agenda was published.

Agenda No	Item
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- | | |
|-----------|--|
| 5. | Children First Improvement - Service Update Presentation (Pages 3 - 16) |
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Yours sincerely

Tony Kershaw
Director of Law and Assurance

To all members of the Children and Young People's Services Scrutiny Committee

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Children's Services Transformation

CYPSSC 24th September

Lucy Butler
Vince Clark



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Agenda

Children's Services Transformation Context

- Sustainable improvement
- Service Vision
- Whole Service Model



Focus of Scrutiny

- Initial Service Redesign proposals to give sufficient assurance that the Council can deliver its vision and principles (section 1.2 and 3.3).
- The mitigating actions to identified risks as set out in Section 8 of the report are sufficient.
- The experiences of Children and Young People, as set out in section 5 of the report, will provide an assurance that positive outcomes are being achieved as a result of the improvement work to date.
- The Committee supports the continued availability of the Transformation Fund to resource the Improvement Programme (section 6.3).

Children, Young People and Learning Vision

The West Sussex approach puts the child first. We work with children, families, communities, our partners and each other in a restorative, strength based way. Strong Relationships are at the heart of what we do.

Key principles which support our vision:

- We work as one department
- We show that we care
- We take responsibility - when we make a commitment we deliver
- We are a learning organisation
- We ask ourselves the 'what benefit' question - everything we do needs to add value to children and families and if it doesn't we don't do it
- We celebrate our successes both internally and externally
- There are no shortcuts or workarounds – we do things properly

Update

- Response to Covid 19 – increasing face to face visits and business critical staff back in the office. Expecting demand to increase within the service
- Development of SLT - Appointed new permanent Assistant Directors
- Transformation Staff Engagement Events
- Progressed ideas for 'whole Service' model – based on Family Safeguarding
- Management structure – De-layering work underway to review and reduce
- Assessment & Development programme for managers developed and out to tender
- New 'social work offer' being finalised – maintaining current retention scheme until in place

West Sussex County Council Children, Young People and Learning Senior Leadership Team



Lucy Butler
Executive Director
Children, Young People and Learning
(Director of Children's Services)



Paul Wagstaff
Director for
Education and Skills



Jenny Boyd
Assistant Director for
Children's Social Care & Early
Help
(from 9 November 2020)



Daniel Ruaux
Assistant Director for
Corporate Parenting
(from 1 October 2020)



Linda Steele
Assistant Director for
Safeguarding, Quality and
Practice
(from 1 October 2020)



Vince Clark
Children First
Transformation Director



Susan Tanner
Assistant Director for
Children's Commissioning



Louise Warren
Senior
Improvement Lead

Children first Transformation Programme - Creating the Foundations for a GoodService

Pillar 1 : Everyone knows 'what good looks'

- Practice and service improvements to deliver a safe and effective service
- Organisational Development – Roles & responsibilities, Schemes of delegation, practice guidance
- Departmental approach to engagement with front line managers and staff to re-enforce what good looks like, how they deliver it and engage in service redesign

Pillar 2: Creating the right environment

- Developing the 'As is' model – Approve service redesign principals
- Developing 'the social work offer' – the best environment to support best practice (remuneration, best working environment, balanced workload, right kit).
- Managing the change – review and re-shaping of the management layers to provide consistent and effective approach

Pillar 3 : Improved Service Model

- A whole family relationship based approach – to provide a sustainable model that reduces demand
- Model of practice and the partnership focus – which model is best for West Sussex going forward

Children First Transformation – Turning the curve (1)

Phase 1

Secure service

- Effective leadership
- Staff engagement
- Service Improvement activity

Phase 2

Service redesign

- Partnership engagement
- Services redesigned model
- Business process redesign and lean

Phase 3

Manage demand & turn the curve

- Implement Family Safeguarding model
- Locality based
- Start to reduce demand

A new practice model for social care that deals with the causes not just the symptoms

Based on:

- Nationally recognised best practice
- Relationship based
- Focused on wider context of child
- Community, education, parents wellbeing, wider 'family' focus
- Improved partnership approach

- Preventative – meet families' needs, rather than responding to abuse and family breakdown
- Values – advocating a strengths-based model
- Consistent relationships with families
- Reduced numbers of transfers
- Multi-professional teams
- Evidence-based interventions
- Freed up to do direct work and spend less time on screen



Overview of Family Safeguarding Model (1)

1. Partnership working **through multi-disciplinary teams** – Group supervision
2. A core skill set with **Motivational Interviewing** at its heart - shared unified model of practice
3. A structured '**workbook**' approach to assessing parent's 'capacity for change' - reducing bureaucracy



Family Safeguarding Model Indicative benefits (Herts)

For Families

- 66% reduction in repeat police call outs to domestic abuse incidents
- 53% reductions in emergency hospital admissions for adults
- 50% reduction in use of 'care' by the County Council - 200 fewer under 12s in care
- 38% improvement in school attendance
- 50% reduction in children subject to CP plans
- 38% reduction in care proceedings

For the Service

- Reductions in A&E and Police expenditure
- Staff across all disciplines feel more confident and less stressed
- Improved recruitment and retention of staff with 7% vacancies in hard to recruit posts (December 2017)
- £2.6m reduction in expenditure for the Local Authority in first year including placements, legal and staffing costs

De-layering - Purpose

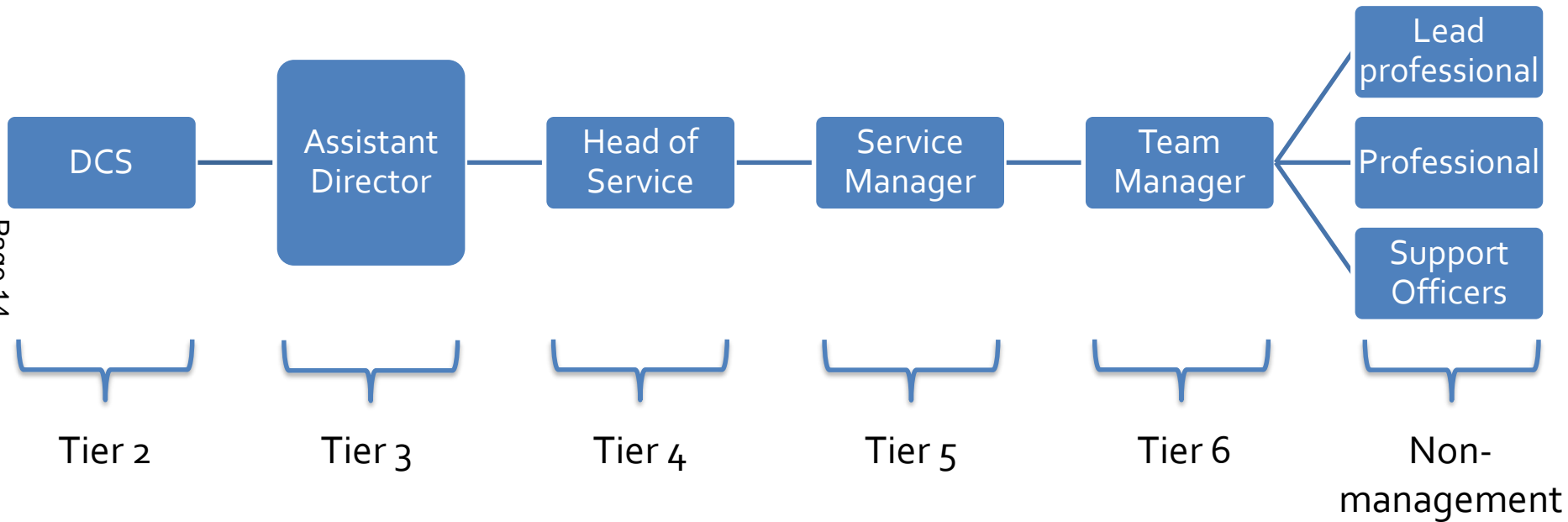
Design informed by

- Clear accountabilities and responsibilities
- Recruitment
- Career progression
- Talent management and succession planning
- Management development and assessment

Application

- Initially about Children's Social Care
- Senior Leadership Team and HR should take the role of design authority accountable for the application of these principles
- Deviation from principles should only happen where there is a clear documented rationale that is collectively agreed by CYP&L SLT and HR as the design authority

Proposed Management Tiers for Statutory Children's Social Care



Accountability Summary for Statutory Children’s Social Care

Tier	Role Type	Summary accountabilities
Tier 2	Executive Director (DCS)	Accountable, alongside the Lead Member for Children’s Services for discharging the education and children’s social care functions of the county council.
Tier 3	Assistant Director	Jointly set the strategic direction for the whole department as part of the Departmental Leadership Team . Lead and manage a group of Heads of complex services.
Tier 4	Head of Service	Accountable for a largescale complex whole service area Responsibility for a group of Service Managers (typically 4 – 8 staff) and responsibility for all staff within assigned service
Tier 5	Service Manager	Accountable for a number of teams within a service or a cluster of services/projects Lead a group of Team Managers (typically 4 – 8 staff) and all staff within assigned service
Tier 6	Team Manager	Leadership of senior professionals in team (approx 4 – 10) and/or indirect responsibility for others within assigned groups. Leading a team of specialists and support staff ensuring delivery of efficient and effective services to children and families.

Children's Trust Update

- Working towards an October 2020 Cabinet for decision regarding the scope and go-live for the Trust
- Rational & cost model
 - Strategic case for change
 - Economic case
 - Commercial case
 - Financial case
 - Management case
- Provisional go live dates;
 - October 2021
- Scoping of the service drafted to include;
 - Early Help,
 - Social Care
 - Education services
 - (Support service yet to be decided)