

<b>Meeting Theme</b>	Children and Families Overview and Scrutiny Committee
<b>Report Title</b>	Children and Families Transformation Programme Briefing
<b>Date of Meeting</b>	22nd September 2016
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## 1. Introduction

- 1.1 Transformation Programme lead appointed in April 2016 jointly accountable to Transformation Director and Service Director Children and Families.
- 1.2 Initial 3 month phase to design and develop a programme brief, a broad and ambitious range of projects and activities towards systemic improvement and transformation to new and more efficient ways of working. Signed off by Transformation and Improvement Board 28.06.16.
- 1.3 Action, planning and mobilisation phase from July 16, although activity to initiate the work underpinning these projects was already underway.
- 1.4 Set in context of complex environment with a mixture of significant challenges (e.g. rising demand and expectations, too high caseloads and lack of stability in the workforce, reduced budgets), but also real opportunities (to innovate, integrate and act earlier).

## 2. Aim

2.1 4 year programme to 2020 (see attached Programme Scope) aimed at;

- Improving outcomes for children, young people and their families.
- Making working in Southampton an attractive and rewarding career choice.
- Embedding systemic partnership approaches and exploring alternative models of delivery.
- Making the service financially viable for the future across a range of services the Council delivers.
- All underpinned and driven by improvement across the system of practice, management and leadership.

## 3. Key features

- 3.1 Cost saving imperative to the programme currently forecasting a 10m reduction over a 4 year cycle towards financial sustainability. This is an indicative figure based on best evidence and data available, including what has worked well elsewhere.
- 3.2 Pace of the programme is deliberate to ensure safe and effective reduction in demand.
- 3.3 A system-wide approach and not sole focus on Children's Social Care, working in more joined up ways to prevent unnecessary escalation of need and cost.
- 3.4 Potential areas for reinvestment from potential savings will be identified as the programme progresses to enable a 'virtuous cycle' of continuous improvement and system strengthening e.g. early help, SCC fostering service, 'grow your own' workforce.
- 3.5 Governance and oversight provided by fortnightly Programme Board and monthly Transformation and Improvement Board.

#### 4. Update on key project areas

- 4.1 **Edge of care service** -Specialist intensive therapeutic edge of care service supported by Social Impact Bond and Big Lottery funding preventing children becoming looked after. A business case has been developed and signed off via CMT, Strategy and Commissioning Board, Transformation and Improvement Board to date, and due for final sign off and presentation to formal Cabinet 18.10.16. A final decision on a further Big Lottery contribution totalling 15% of the payment to a provider over the period of the project is due 23.09.16, and passed assessment stage via Commissioning Better Outcomes Office. Procurement of a provider is due to commence in full from November 2016 with mobilisation of a new service from April 2017. The service is projected to work successfully with 180 children over the duration of the initiative with an estimated net saving of 3.7m over the 3 year cycle.
- 4.2 **Front door approach** - Improved demand management through process redesign and changing nature of conversations at the point of referral to facilitate collaborative professional agreement about who is best placed to meet the needs of a child underpinned by a 'never do nothing ' approach. Developed from a proven methodology shown to reduce assessment, CiN and LAC activity levels over time, Professor Thorpe and team completed their extensive sample of cases in July and will provide specialist training and support for a new dedicated duty team of Social Workers, with an aim to go live from 17.10.16.
- 4.3 **Caseload review and reduction** - In partnership with Capita, and linked to supporting efficiency savings through mobile working, additional temporary capacity to support the service and accelerate the review and safe reduction of Child in Need and Looked After Children cases which are at rates significantly higher than national and regional comparators. An experienced senior manager starts 21.09.16 and reporting to the Service Lead will drive and coordinate this work over a 3-6 month period.
- 4.4 **Strengthened in-house foster care service** - Pro-bono work with PA consulting and Capita Digital team to identify opportunities through use of advanced data analytics, social media and digital technologies to markedly improve the targeted marketing, recruitment and day to day experience of SCC foster carers, designed to reduce reliance on costly use of Independent Fostering Agencies. Mapping and scoping phase with options on foster care service due to report by end of Oct 16.
- 4.5 **Mobile working and IT solutions reducing 3rd party costs** - In accordance with wider corporate digital programme, pilot phase of mobile working technologies completed and currently rolling out devices across the service due for completion by Nov 16. Anticipated to improve working lives and flexibility for staff, with predicted efficiencies of 15% over time, a further piece of work is underway to identify opportunities and timescales for delivery of IT solutions to enhance experience and reduce costs across a wide range of business areas. Options and potential benefits will be more fully understood in Oct 16.
- 4.6 **Strengthened Performance Management and Quality Assurance** - An intensive Focus on Management Programme is now underway over Sept and Oct 16, and is expected to provide managers in Children and Families with a wide range of training addressing the basics and fundamentals of management, alongside more developmental leadership content. Plans to re-design the performance management and QA framework are also underway based on adopting elements of best practice from elsewhere, an overarching Strengthening Families

approach to practice has been agreed, and the Service Excellence programme will be delivered to managers and teams in the directorate from Jan 17.

**4.7 Improved staff recruitment and retention** - Whilst the pipeline of good quality experienced Social Workers remains a challenge locally as well as nationally, a number of initiatives including overseas recruitment, Step-up to Social Work, corporate partnership with Hays on a 'temp to perm' programme, and a refresh of the Social Worker advert and recruitment microsite, has seen some consolidation of the workforce. Development of a 'children's workforce and leadership academy' model is planned and the service are due to display at a national recruitment fair in London Nov 2016.

**4.8 System reshaping** - Extensive work is currently being undertaken as part of the Phase 3 and corporate Business Planning processes, to identify opportunities and options for alternative future models of delivery and new more efficient and effective ways of working. In scope are a new SW practice model, a fully integrated 0-19 early help service, and traded services for education and school support services.

**5. Requests of members**

5.1 To note the briefing, and raise any concerns around the impact of the transformation programme on safeguarding or quality of services for children.

