

Birmingham Children and Young People – Improving Outcomes for Children, Young People and Families : A New Model of Service

March 2011

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1. Our Vision / Our Outcomes

OUR VISION

Our aspiration is for Birmingham to be a place where all children and young people and their families enjoy living, learning, developing and achieving together whilst feeling safe and secure in a city that is child and family friendly.

OUR OUTCOMES

There are three agreed priority outcomes for Children, Young People and Families (CYPF) directorate and our partners, over the next three years:

- protecting children from significant harm;
- improving engagement in learning and achievement in education; and
- reducing health inequalities.

2. Introduction

We are proud of the attainment and achievements of our children and young people. There have been huge improvements over the past few years due to the commitment of our staff, Headteachers, and Governing Bodies, across schools, colleges, settings and services. Yet there is much to do for children who leave without the educational standards and the social and emotional well-being, which are the necessary gateways to future education, training, work and life opportunities. We have outstanding early years and primary provision, but we also have a minority of schools and settings that are struggling to support our most vulnerable children. Social care practitioners in the City do excellent work often in tough circumstances but Birmingham has fared poorly in safeguarding inspections for some years and there has been persistent dissatisfaction with the quality of some services.

The work being undertaken by all partners to realise our vision is shaped under four change imperatives:

- The need to improve outcomes for children, young people and families.
- The need to improve performance and make services fit-for-purpose – particularly services for vulnerable children and young people.
- The need to plan ahead for demographic pressures on services – particularly those services that are currently experiencing increased demand.
- The need to maintain affordability for required services, within a context of reducing public expenditure and significant pressures on services and resources.

Our new model of service reflects the above and provides opportunities for our schools, settings, services and practitioners to support our most disadvantaged children and young people to improve their attainment, achievement and life chances.

To achieve this we will:

- make sure that the child and family is at the heart of everything we do;
- manage risk through ensuring that our services have a relentless focus on child protection and that those services with the greatest responsibility in this area are of the highest quality;
- recognise that in order to keep children safe, every service has a key part to play - safeguarding is everyone's business;
- offer integrated services for our children with more complex needs, in order to support families, and enable those children who need a specialist service to access one quickly and smoothly;
- ensure we have suitable and sufficient provision through improving and supporting schools, colleges and children's centres to prevent and reduce risk ;

- ensure all our young people are engaged in education and training and are able to achieve;
- deliver and commission targeted interventions that are evidence-based and proven to work;
- maximise the use of social enterprises and increase trading with schools;
- make sure the workforce has the training, skills and information to work effectively.

The current arrangements in the CYPF Directorate are not sufficiently focussed on the delivery of our three priorities or on the development of integrated services. The children's safeguarding Improvement Notice issued by the Department of Education provides an important reason to redefine operational arrangements that put safeguarding at the core of what we do. In addition, the financial situation makes the current operational arrangements unaffordable.

The proposed new service model will make more effective use of resources through integrated multi-agency working and teams, and additional and specialist support for those children who need such support. The model will integrate all aspects of service delivery and change including the Brighter Futures Business Transformation programme.

We are planning to mainstream the Brighter Futures programme to ensure that the benefits of that programme are targeted on our 3 priority outcomes and become an integral part of the new model. The programmes such as PATHS (Promoting Alternative Thinking Strategies), Incredible Years and Family Nurse Partnerships will be part of the packages of support available to assist families across the city. Birmingham is committed to doing better to improve the life chances of all children, particularly those who are most vulnerable due to difficulties within their family or related to their own specific needs. The prevention and early intervention dimensions of Brighter Futures depend on evidence-based practice. This approach will be extended to ensure better interventions for our more vulnerable children.

In the context of reduced funding, resources will be distributed more efficiently with early intervention / prevention and targeted support meeting additional needs earlier and significantly reducing the numbers of children who go on to develop complex needs requiring intensive and specialist services. The introduction of Integrated Family Support teams will ensure closer ties to local communities, reflect local need and be based in and around schools, youth centres and children's centres.

The remodelling of services to children, young people and families is taking place against a backdrop of increasing demand for services combined with a rising population. The National Statistical Office (NSO) data suggests that during the next 13 years, the base budget for the services in scope is likely to experience pressures of approximately £25m (all other things being equal), solely to account for demand due to population increase.

We will drive cultural and organisational change, supporting our staff and ensuring that they deliver to the highest practice standards in all our settings and services. Our leadership and management will be rooted in new area-based arrangements and all front-line managers will have ready access to senior management support and decision-making.

We recognise that children's services are essentially partnership-based in their focus and outlook. Many of the improvements and aspirations expressed in this document are dependent on effective partnerships with colleagues in health, the police, the voluntary community and independent sector and adult service providers. As our new model develops so increased strategic and operational partnership working will be at the heart of what we do – children's and families' needs are often complex and multi-faceted and they need a service response that can recognise and respond to that complexity. The proposals here are already being mirrored by and developed in conjunction with changes in service configurations in health and police.

Formal consultation on the new model of service has commenced (Section 188 notice has been issued) and will continue.

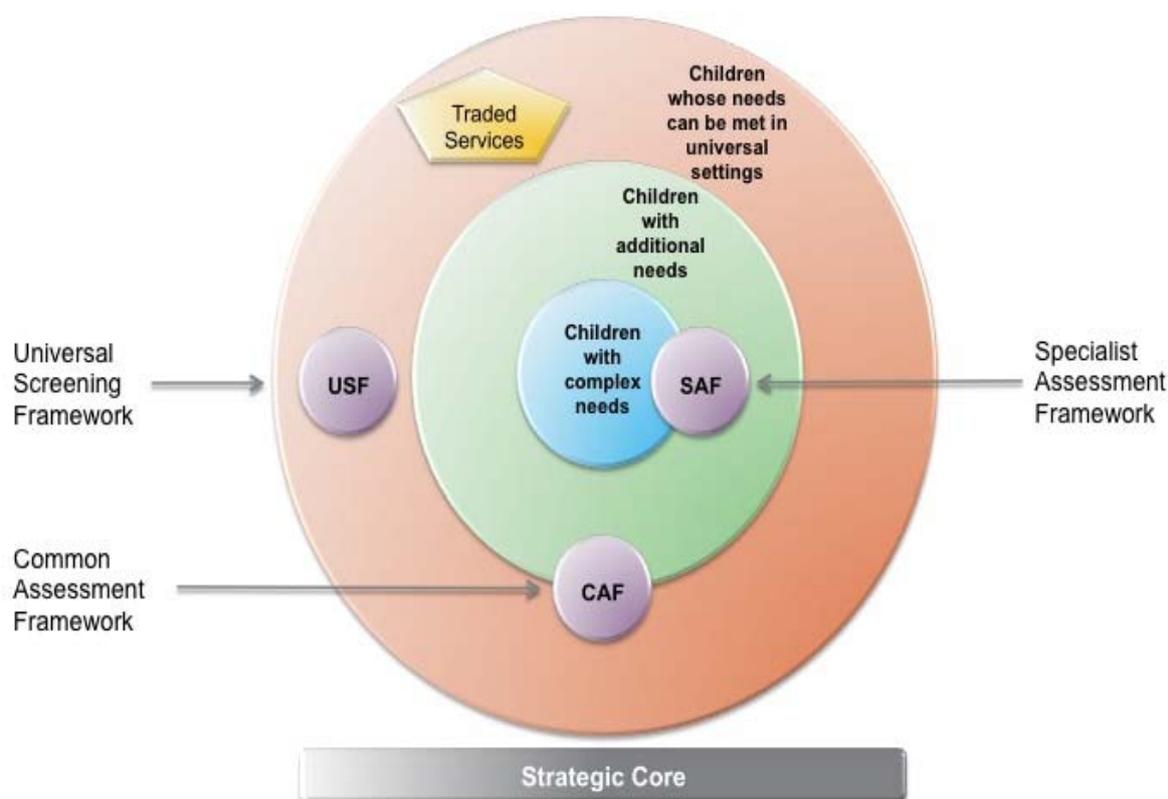
3. The New Model of Services

The new model will redefine the children’s workforce around the needs of children and young people:

- children with no additional need in universal settings
- children and young people with additional needs (Common Assessment Framework [CAF] level 2 & 3)
- children and young people with complex needs (CAF level 4)

The diagram below represents the key elements of the new model. The model will depend on good assessment processes, clear pathways and a common understanding of thresholds across all agencies. Appropriate services will be commissioned via children’s centres, schools and colleges, particularly because the vast majority of children and young people - including those with complex and additional needs – spend most of their time when not at home, in universal settings. Key principles that run through the model are:

- children and young people have their needs met as close to where they live as possible; and
- transition from one level to the next needs to be smooth and seamless wherever possible, children’s needs should be met by universal services in schools, colleges and children’s centres.



The outer ring represents the universal settings, the middle circle covers the response to children whose needs cannot be fully met in universal settings who need additional help and the inner circle represents the specialist response to children with the most complex needs. One of the main elements of the model is the introduction of Integrated Family Support teams (IFSTs), which will bring together different professionals and ensure there is a lead professional to co-ordinate the plan for the family. Integrated Family Support Teams will be based in a locality and work closely with the universal settings in that area i.e. schools, colleges, children's centres and GP practices and meet the needs of children who require additional support beyond that which the universal setting can provide. These teams will link closely to aligned child protection teams and city-wide teams supporting children with complex needs, those in care and those with complex disability and health needs.

The IFSTs will provide early intervention and support for families whose needs are below the threshold for social care and specialist support. Having this service in place will provide greater support for schools and children's centres, and will reduce the number of referrals going to social care. Our intention is that they will be multi-agency. We are working alongside the NHS and the Police to maximise their involvement in the model and the teams.

We have recognised the need to strengthen the front-line social care teams and are proposing a re-modelled service which will have fewer layers of management, fewer teams with more social workers and additional supervisory capacity provided by senior practitioners in addition to Team Managers. Our biggest area of expenditure is on placements for children in care. We will reduce costs by providing more intensive support to prevent them coming into care in the first place, reduce the length of stay in care and increase the number of in house foster carers.

Keeping the focus on improving the quality of practice at a time of major change will require a phased approach. We are seeking to protect front-line services and to focus on our 3 key priorities. We will continue to work closely with the voluntary and community sector in commissioning services.

Alongside the major service changes we are seeking to reduce costs on buildings and business support and to create collaborative partnerships with others, which will be more cost effective. We are working closely with schools to maximise their financial contribution to the new model.

2011 / 2012 will be a year of transition as we put the new teams and model in place. We will need to achieve the level of savings required but we will manage this through utilising the Early Intervention Grant (EIG), which will support the development of the IFSTs and through enlisting the support of schools to use funding.

We have invested considerable time and effort in understanding the needs of all our children. This has enabled us to develop a way forward that will help us to measurably improve children's lives and improve children's services.

The table below captures detailed analysis of need broken down by ward boundaries and aggregated into the Local Policing Unit (LPUs) areas.

The table details:

- (i) all children in the geographical area (Universal/Level 1)
- (ii) an estimate of 25% vulnerable children in each area weighted using the Joint Strategic Needs Assessment (JSNA) data and the Index of Multiple Deprivation (Level 2)
- (iii) Estimated numbers of children in Levels 3 and 4

The table clearly identifies that East has the highest level of need (40% of all children in levels 2, 3 and 4 cumulatively); then West and central (25%), South (22%) and North (13%).

LPUs	Universal Level 1	Vulnerable Level 2	In Need Level 3	High Need Level 4
Bham North	43,380	9,538	1,908	284
Bham East	101,151	27,751	5,550	825
Bham South	65,244	15,690	3,138	466
Bham West & Central	59,147	17,953	3,591	534
Birmingham Total	268,921	70,931	14,186	2,109

The next section of the report outlines the key components of the model. The detailed data on geographical need will be shared with locality groups and we will then work with them to develop and deliver effective service responses.

4. Service Remodelling

4.1 Remodelling of Children's Social Care Services

Services in scope

Children's social care currently has fieldwork services organised in 3 geographical areas: South, Heart of Birmingham and North & East. There are also specialist services that are city-wide. There are separate duty screening, duty and assessment and care management teams, which create a number of internal transition points for children – which cause delay. There are currently too many referrals that are inappropriate, leading to high case loads.

Services and budgets included as part of the remodelled social care service are:

- Duty and Care Management
- Unaccompanied Asylum Seekers/Persons from abroad (UASC/PFA)
- Business Support
- Targeted Family Support - assessment centres only, the remainder will form part of IFST
- Adoption and Fostering
- Care Leavers
- Residential services
- Child and Adolescent Mental Health services (CAMHS)
- Looked after Children Education Service (LACES)

Description of new model

The fieldwork services will move to the same 4 areas as other services, so that integrated working can be further developed. It is proposed to develop a single point of access in each area, these will be alongside strengthened customer first arrangements designed to reduce referrals to children's social care. A key feature of the new service will be improved targeting of resources to the most vulnerable children.

It is planned to develop integrated specialist duty teams comprising Social Workers, police officers and health staff. These teams will undertake initial assessment work and child protection investigations. They will provide an early assessment of risk and set out plans for longer term intervention where needed. By developing these teams in partnership with other agencies, it will allow for the necessary multi-agency responses, easier communication and more timely responses.

The current care management teams will be reconfigured into two separate service areas. The first will work with children who require a longer term social work intervention if they are to remain living safely within their family networks – these will either be children in need or children in need of a child protection plan. We will develop this alongside IFSTs and include specialist support from other professional

groups. Where it is not safe for a child to remain at home, court proceedings will be initiated.

It is planned to introduce a children in care service to strengthen the support provided to children who are likely to remain in Council care for a considerable period of time – for some this might be the majority of their childhood. The service will be based and managed in the areas. Community-based services within the LACES and CAMHS services will be integrated within these teams to provide a holistic integrated approach to their needs. Leaving care services will also be deployed within this function to reduce the number of changes in a social worker for children and to underpin stability and continuity.

The fostering and adoption service will match the new 4 area structure and work closely with the children in care teams. This will reduce management costs.

Children's residential services are being reviewed in order to create common staffing structures across the estate that reflect the need of children's and regulatory requirements.

Business support services will be aligned to the new services to deliver more efficient and consistent support across all service areas, making maximum use of planned co-location of teams.

How this change will make a difference

The new arrangements will deliver an improved focus of social work resources on the most vulnerable children including children with child protection plans, children in care and children with other complex needs.

The redesigned services will improve retention and career development of social workers, which has been a major issue. We will improve standards by improving the quality of management, improved training and learning opportunities and clear career pathways that offer managerial or professional/ specialist routes into senior roles. The planned improvements to IT systems will further enhance the efficiency of social work services.

The locality focus, alongside Integrated Family Support Teams and universal services to all children, will mean more integrated front-line working to ensure children receive the right level of intervention.

4.2 Remodelling of Children's Centres (CCs) and Community Day Nurseries (CDNs)

Services in scope

Birmingham has:

- 75 children's centres (CCs), which provide the core offer of children's centre activities (health such as ante/post-natal services and health visiting, early education linked with day care, family/parenting support, training and employment support) across the whole city.
- 13 community day nurseries (CDNs) providing day care and family support to vulnerable children under 5 and their families, mainly via referral from Children's Social Care and Health Visiting Services.

Description of new model

The new service will bring together the 75 children's centres into 16 localities, with staff from 13 community day nurseries reconfigured into the locality-based Integrated Family Support Teams (IFSTs). This will ensure that family support services, including childcare, are designed to deliver packages of support to meet local need.

Each centre will be part of the delivery in the locality of targeted outreach to local families with children under the age of 11. Each locality will be structured to have one Integrated Family Support Team and a number of children's centres, which will have one management and governance structure for all centres in that locality. The children's centres will be funded per locality, with one Local Authority agreement (SLA), managed by the locality arrangements (lead and accountable body may be one centre or a consortium from across the centres depending on the locality). There may be teams that work peripatetically to deliver across all sites, such as outreach and family support, whilst some staff may work at specific centres such as Early Years Professional Status posts.

The new model of service proposes that the 13 community day nurseries (CDNs) develop as an integral part of children's centres and the Integrated Family Support Teams. They will be located with, where possible, the Integrated Family Support Teams in children's centres and work to an integrated model of family / parenting support. Their buildings will house the IFST, where possible, to deliver an integrated package of support to vulnerable families and children.

Community day nurseries and children's centres will:

- identify and design packages of family support using an agreed universal screening model and common assessment framework as well as, where appropriate, early support for children with a disability;

- deliver to each locality targeted outreach to local families with children under the age of 11, including family support and childcare;
- provide and deliver evidence-based programmes, such as Incredible Years to ensure good early years development and successful language acquisition;
- work with partners in health, job centre plus, voluntary and community groups along with other mainstream and specialist services such as the early support service for disabled children;
- ensure each family has a lead practitioner, an effective plan, and support; and
- work in partnership with the more specialist services.

How this change will make a difference

We are proposing to realign the children's centres so that the 75 are developed in a hub and spoke model with a children's centre hub and children's centre satellite sites in each of the 16 localities. The satellite centres will not have dedicated staff, but will be sites for the delivery of services.

This reconfiguration will address the 'gap' in available services at level 3 to young children, be part of the extension of services to children 9 months to 11 years so that families receive holistic support and be more cost efficient than current delivery due to savings in building running costs and day care overheads being reinvested into front-line delivery.

Locating the IFSTs within children's centres, will ensure fully integrated services and links across the localities with schools, local providers and local communities and become an integral part of the locality in which they work.

4.3 Remodelling to establish Integrated Family Support Teams (IFST)

Services in scope

Services in scope include the education welfare service; targeted family support service; and elements of the youth inclusion support teams.

Description of the new model

The Integrated Family Support Teams, based in schools, youth settings or children's centres, will act as the coordinators of early screening of children in need of additional support or at risk of harm in universal settings. They will be the first point of contact, when a need is identified to support children aged 0 - 19 yrs, and their families with additional and / or complex needs (levels 2 and 3 of the common assessment framework).

The IFSTs will deliver direct support to children and their families who have been assessed by social care as not meeting the threshold for social work intervention, but who nevertheless have a clear need for additional support.

They will:

- identify individual needs and desired outcomes;
- assess individuals/families, providers and settings;
- allocate cases appropriately for individual agency intervention;
- co-ordinate a team around the family, (they will produce an integrated support plan, identify a lead practitioner, and conduct 3 monthly reviews);
- deliver early intervention and prevention programmes and practice, undertaking activities to meet need and improve outcomes;
- provide signposting, information and self-help;
- provide guidance advice and challenge for schools and settings;
- continually assess the effectiveness of IFST interventions;
- work with local partners to commission evidence-based interventions to meet presenting needs; and
- engage closely with local service partners, schools, colleges and children's centres, to maximise partnership working and to make best use of resources both in targeted and universal services.

The preferred model for IFST will include connexions and youth workers and will provide for individual workers to lead on early years, primary, post-11 and post-16 age ranges and will include an improving school attendance lead person. Services for children with special educational needs and disabilities will be either linked to, or be part of, the IFST.

As part of the IFST, it is intended to include:

- Parent / Family Support Workers
- CAMHS
- Health Visitors
- Social Workers and LAC Services
- Youth Workers in Local Youth Hubs
- Youth Offending Teams
- Police
- Targeted Youth Support
- Other providers

As part of the new model of service it is proposed to extend the existing children in need (CiN) team pilot to include services for the most vulnerable children, covering the Heart of Birmingham (HOB) and East planning areas.

How this change will make a difference

The common assessment framework and lead professional role provide the 'glue' binding together the universal and preventative services around a child in a given area. Activities will be co-ordinated by a lead professional in each case. The lead professional will be a single point of contact for the child or family, will coordinate the

delivery of the actions agreed, reduce overlaps in the services received and take a lead in ensuring that the intended outcomes are achieved by the team. Whilst the lead professional will not always be from the IFST Team, the team will still be involved in delivering services.

This team will reduce the number of cases held and referred to children's social care, thereby enabling social workers to focus on dealing with the most complex and critical cases.

4.4 Remodelling Integrated Services for Children with Special Educational Needs and Disabilities (SEN&D)

Services in scope

The following services will be remodelled to create the new integrated services for children with SEN&D: Pupil and School Support Services, Educational Psychology Service, Sensory Support Service, Behaviour Support Service, Special Educational Needs Assessment Service (SENAS) and Disabled Children's Social Care Service

Overview of new model

The new service model will deliver 3 elements:

- a city-wide specialist service for children with SEN and substantial disabilities;
- an area-based targeted early intervention and inclusion service as part of Integrated Family Support for children with SEN&D; and
- behaviour support as part of school behaviour partnerships.

This will be linked to universal settings, with a multi-agency assessment process and better integration with partners and external agencies.

The following SEN&D functions will be incorporated within the new service:

- initial and core assessments for disabled children and young people with substantial and critical needs;
- lead professionals managing packages of care for disabled children and young people with substantial needs and critical needs;
- statutory Special Educational Needs (SEN) assessments and statements;
- review and monitoring including SEN tribunals;
- lead practitioners co-ordinating integrated family support for disabled children and young people with substantial needs (IFST);
- challenge for schools with regard to SEN;
- SEN assessment;
- advice, guidance and consultation for other teams and schools;
- prevention and building capacity / outreach; eg: training; and
- education of excluded pupils / delivery of Pupil Referral Units (PRU).

How this change will make a difference

Services for children with additional needs

We will develop Integrated Family Support for disabled children, Early intervention and inclusion (EI+I) teams and behaviour support that over time will merge with 16 Integrated Family Support Teams (IFST).

The size of these teams will vary according to level of need within each of the 16 localities, providing direct and virtual integration of services. Lead practitioners for disabled children in need will be identified through CAF and linked to the Integrated Family Support Teams. In addition, we will establish EI&I teams. The new service will have a single budget, administration and business support and will commission outreach support for children with physical disabilities.

In each of the 16 localities there will be delivery of the following:

- SEN assessment including statutory assessments, audits and monitoring (which will include the SEN Evaluation Framework and Tribunals);
- targeted / specialist support for disabled children or those with SEN, which will be integrated as part of their plan;
- trading with schools to build capacity and support, early intervention, consultation, advice / guidance and challenge for schools with regard to SEN with the potential integration with partners;
- provision for excluded pupils and behaviour support;
- development and implementation of new strategies such as the positive behaviour strategy and fair access protocol and a framework of quality assurance.

All targeted / specialist support for children will be integrated as part of individual plans. This includes delivery based in each of the six secondary school networks. Network based behaviour partnership with schools will enable headteachers to access resources and develop with the new and emerging arrangements between groups of schools in Birmingham. The BSS will be trading integrated EI&I packages with schools and building capacity and support, early intervention for children, consultation / advice / guidance and challenge for schools.

Services for children with complex needs

The new model will establish a city-wide special educational needs and disability (SEN&D) Team. The new service will have a single budget, administration and business support.

They will:

- screen disabled children;
- co-ordinate statutory SEN Assessment;
- review and monitor SEN plans;

- undertake initial and core assessments and care management for disabled children with substantial / critical needs (child protection, children in care and children in need); and
- provide transport and escorts for children with SEN.

4.5 Remodelling the Strategic Core Services

Services in scope

Overview of new model

The strategic core will coordinate strategy, partnership and governance arrangements, delivering an integrated commissioning function that responds to local need, working in new partnership arrangements with schools, settings, GP consortia and service providers to deliver quality and capacity in support of our priority outcomes. It will provide the specialist focus upon education and skills to maximise outcomes for learners.

The following comprise the funded elements of those services which will form the Strategic Core:

- Developing policy, strategy and links to corporate functions
- Commissioning, contracting (eg: early years, placements)
- Data, research, statistics and data protection
- Communication and engagement
- Pupil place planning
- Admissions and appeals
- 14 - 19 Services, mandatory foundation learning
- School effectiveness
- Co-ordination of assessment and care pathways
- Learning and development and change management
- Performance Management

Key differences between current and new model

The detailed design will be dependent on the final structure of other elements of the new model of service and therefore the approach will be phased. The first phase achieves the targeted budget reductions and greater integration across all support services, establishing the following functions:

1. Strategy, Partnerships and Policy

This includes the governance arrangements for the political and partnership processes including co-ordinating the production, dissemination and presentation of reports as required. This function will develop strategy, in conjunction with operational leads and partners, to support the Directorate's strategic intent. The

project management office will be part of this function – managing the programme of activities necessary to deliver the strategic intent and ensuring the leadership team is equipped to manage dependencies and progress across the CYPF directorate.

2. Safeguarding

This function contributes to the safety and wellbeing of children and is designed to raise standards, monitor and quality assure practice. The service provides a statutory and independent role in ensuring each child subject to a child protection plan or in care has an effective care plan which meets their individual safeguarding needs. This function has a key role in supporting the work of the Local Children's Safeguarding Board to ensure partner agencies work together to safeguard children. In addition this function fulfils a number of statutory requirements eg: Local Authority designated officer to ensure suitability of employees, multi-agency public protection arrangements (MAPPA), private fostering compliance with disclosing files to the Police.

3. People and Change

This will provide the change and programme management, workforce development, and learning and development support across the directorate. This will include the implementation of the new operating model through an agreed change management model and the roll-out of the evidence-based programmes proven by the Brighter Futures Business Transformation. This approach will assist with the ongoing prioritisation of resources.

4. Commissioning and Brokerage

We commission a range of services and develop joint commissioning arrangements with our partners which will include reviewing and re-designing services. Specific relationships will be developed with school, GP consortia and the voluntary and the community sector. We will commission against outcomes, move towards payment by outcomes and de-commission services that do not meet our priorities.

5. Data Performance and Quality Assurance

This function will deliver effective performance and quality assurance by ensuring performance information is readily available, accessible (analysed and understandable) and in a format suited to services, in order to better inform planning and decision making, drive up performance and create a culture of continuous improvement.

This function will continue the development of a directorate-wide performance framework setting out generic and service specific standards, audit tools and schedules.

6. Education and Skills Improvement

This will provide 3 key functions:

- (i) maintaining strategic oversight and discharging the Authority's accountabilities for provision of quality places in schools, colleges and other providers up to the age of 18, including strategic conversations with the sector and shaping provision through both influence and direct commissioning
- (ii) managing area-wide education and skills programmes / processes, such as Admissions & Appeals, Independent Specialist College placements, Education Business, Young Apprenticeships and capital investment programmes
- (iii) brokering improvement and interventions across the education and skills system which create sustainable capacity for self-improvement in schools, fulfil the Authority's obligations around schools in Ofsted categories and ensure a focus upon improving teaching and learning standards and learner outcomes and progression.

An Education and Skills Improvement function within the strategic core will ensure a focus is maintained upon the delivery of the directorate's key priority around maximising learner engagement and achievement and will also fulfil the expectations of the DfE, schools and providers wishing to engage with the local authority on this agenda.

How this change will make a difference

Integrating the strategic core functions will enable us to meet directorate needs and deliver:

- improved coordination;
- better planning;
- improved quality of data and information;
- more streamlined processes; and
- prioritisation of resources

5. Overall Approach

5.1 High Level Timeline

High-level implementation timeline

A definitive timeline for the whole implementation of the new model of services for children, young people and families has yet to be fully developed. However, there are some key dates that will need to be accounted for and these are set out below:

Activity	Dates
Formal consultation (including S188 notice)	Jan - April 2011
Programme management and governance in place	March 2011
Specific timelines for individual service remodelling developed	April 2011
Implementation of budget reductions	April 2011
Finalised proposal developed	April 2011
Detailed service design development	April 2011
Commence recruitment process	May 2011
Map service access points and service provision by areas	May 2011
Implement performance management framework	June 2011
Tendering process started by commissioned activity with schools and children's centres	June 2011
Transition to new model of service	June 2011 – March 2012 + ongoing
Ongoing consultation and engagement	Ongoing

5.2 Consultation and Engagement

Wide ranging consultation has taken place, to ensure that children, young people and families, as well as staff and partners, are aware of and contribute to the development of our new model of services.

Our key message is that we are changing the way we deliver children's services through improving our safeguarding arrangements, working better with our partners and with fewer resources.

A series of communications events including road shows have been held across the city, and both internal and external communications used to ensure all information is gathered that can help inform the model. These include electronic weekly briefings for all staff, websites, bulletins, focus groups, young people's groups, consultation events and drop in sessions.

Information aimed at children and young people about the proposed changes was included on BGfL in February and is due to go live on the VIP (Voice Is Power) website, targeted at 11 - 19 year olds with the purpose of voicing issues that affect Birmingham's young people. Their views will be further sought through the Young People's Parliament (YPP), Children in Care (CIC) Council and Young Disabled Champions Forum, and through continued consultation around the proposed changes to youth services. Consultation on the proposals is planned for March at the YPP and with the CIC Council. Information received through previous consultation with disabled children and young people about staying safe and being healthy has also been taken into consideration in the proposals.

Preliminary discussions were held in January with Parents Views Count as to how to consult with parents and broader consultation is planned from April onwards. Parents across the city have also been consulted widely through the BCC budget views consultation, and questions and comments received include issues relating to proposed budget reductions to children's centres, the nature of children's social work focusing on specialist services not preventative, and suggestions to save money in schools.

Impact evaluation

We are evaluating the impact of all our communication activity and feed the messages received into our planning and decision-making processes. An internal audit of communications has taken place, and there are recorded improvements in levels of awareness and engagement, feedback from surveys and focus groups.

Success will be evaluated through:

- a monthly report on the level of awareness and engagement of staff and partners;

- qualitative feedback from staff and partners to test communications / campaign strength in line with objectives and to gain lessons learnt which can lead to improvements in the delivery of the campaign; and
- evaluation of media activity.

5.3 Governance

The directorate has reviewed existing governance arrangements, with a view to their rationalisation and to reduce duplication across the system; putting in place one overarching improvement strategy with one sustainable plan for the future.

We are proposing with the support of partners, that the Children, Young People and Family Trust Board will be reconstituted to oversee the implementation of this change programme, replacing the Brighter Futures Programme Board, the Transforming Education Board, the Disabled Children's Partnership Group, and in due course Special Education Needs Implementation Committee. The Board will include health, police, voluntary organisations, schools, governors, parents, young people and cross- party representation. Strategic joint commissioning will be developed as part of the Health and Wellbeing Board arrangements.

Governance arrangements will be reviewed on an annual basis, to ensure they remain effective and fit-for-purpose as the directorate progresses through the various implementation phases of the new model.

It is proposed that a steering group is set up, chaired by the Transitional Strategic Director for Children, Young People and Families to manage implementation. The steering group will ensure that all appropriate links are made between partners and ensure dependencies and risks are managed effectively. The programme board will integrate governance arrangements that apply to every aspect of the new model of service.

The responsibilities of the steering group will include:

- reporting to the Children's Trust Board on progress;
- ensuring that all outcomes are measurable and achievable;
- determining and being responsible for the delivery of the new model of service;
- commissioning specific projects to achieve the programme;
- working with partners to ensure the most effective delivery of the new model of service;
- providing visible leadership and commitment to the continued development and implementation of the model;
- creating an environment in which the new model of service can thrive;
- approving progress against the strategic objectives and outcomes;
- endorsing, advising and supporting the officers and partners in the delivery of the new model;

- ensuring and confirming successful delivery and sign off at the closure of projects contained within the programme;
- setting the overall direction for the programme;
- establishing and managing the governance frameworks necessary to achieve programme goals;
- ensuring that the necessary resources are in place to achieve the programme;
- managing the use of funding and ensuring delivery within defined cost-envelopes; and
- ensuring there are effective communications in place.

The membership of the Steering Group will be determined by 31 March 2011 and will be directly accountable to Cabinet and to the Children, Young People and Family Trust Board for the implementation of the programme.

5.4 Equality Impact Needs Assessment (EINA)

As design of the proposed service model has progressed there have been initial EINAs undertaken across the different service areas facing significant change. Some overarching themes have emerged.

It is likely that without careful planning there will be a disproportionate impact on some of the city's most disadvantaged children and young people and communities. In particular, this may affect vulnerable children and young people including those with disabilities and some members of BME communities as they are the most likely to rely on our services.

The scale of potential change for the workforce also means that attention must be paid to ensuring no minority groups of staff are unfairly treated, directly or indirectly.

Specifically:

- the need to ensure our overall service design strengthens integrated working at corporate and local levels across the city to mitigate the effects of reduced capacity in some services (recognising too that some of the "demand" will be taken out of the system as a result of budget reductions);
- considering how reduced or decommissioned services could impact on different groups of people, to be taken forward in commissioning plans;
- ensuring the whole system changes enable specific support for vulnerable children and young people, including those with complex needs, and that such support is consistent and high quality;
- the coordinated planning of services to seek to ensure that no group is inadvertently discriminated against;
- ensuring that during the planning of new roles and recruitment to them that no minority group of staff is disproportionately affected or discriminated against unfairly; and

- ensuring that there is full and meaningful consultation with all staff groups throughout the change process where numbers need to reduce, to ensure selection criteria and decision-making is fair and transparent.

5.5 Recruitment

There will be an overall reduction in head count in the new model and new roles. Therefore it is necessary to have a selection process that is fair, transparent and robust and enables the organisation to appoint the right people into the right roles to deliver the best outcomes.

New job profiles will be produced for each service area of the model, and consideration given to whether there are any direct matches with existing job roles. It is expected that most people will need to go through a recruitment process and be appointed into the new structure. Where possible preferences will be taken into account.

The timing of recruitment to the management layers will be co-ordinated across service areas to ensure that people have equal access to relevant roles.

For JNC and Grade 7 posts all staff will go through a two stage assessment process.

Stage 1: an independently led assessment centre to test performance against a generic set of management/leadership competencies, with a pass / fail outcome.

The criteria will be evidence-based, published in advance and support provided to managers to prepare for the process. If successful they will be put forward to stage 2.

Stage 2: Assessment against organisational criteria such as attendance, job performance, manager view, specialist skill sets and qualifications.

Managers will then be either offered a role or put forward for redeployment / redundancy. Those who are unsuccessful will be offered outplacement support.

Grade 6 staff will go through a similar process, but it will be internally led with the support of Corporate HR.

The approach for grade 5 and below will be led by Grade 7 managers and will be service specific according to need.

5.6 Programme Management

Approach to implementation

The change required to implement the new model of service is substantial and complex. A clear structured approach is essential to ensure the vision is realised and uncertainty and ambiguity is effectively managed along the way. In order to ensure implementation achieves the desired outcomes and in-line with national best practice principles, a programme management method will be used. We will do this through an explicit change management model.

A programme of work will be developed, with the following features:

- clear ownership of the vision, scope, purpose, desired outcomes and success criteria;
- robust governance and reporting arrangements and a clear delivery framework;
- strong planning and control, including time, quality, cost and change controls;
- risk, issue and dependency management;
- effective change management, communication and engagement strategy;
- effective information management;
- effective resource planning and management to support the delivery – including a programme board, a change team and a programme management office, and appropriate budgets; and
- effective business process which ensures clarity within and across the organisation around roles, responsibilities, thresholds and protocols for the operation of the new service pathways for vulnerable children and their families with a focus on simplification.

6. Overall FTE / Budget Summary

The overall budget for Children, Young People & Families was set by the City Council at its meeting on 01 March 2011. The 3 year impact for the directorate, as set out in the Council's Business Plan is for savings of £21.5m in 2011 / 12 rising to £42.2 m in 2012 / 13 and to £68.3m in 2013 / 14.

This document sets out the principal changes that the CYPF directorate plans to make as soon as possible in order to implement the new model of service and achieve the required savings. Other actions are in hand which will lead to further savings in order to balance the budget for 2011 / 12 and deliver savings targets in future years. These include expected savings in Home to School Transport (£4m), savings within CYPF Finance as a result of the corporate overheads review, a review of the leadership structure, further efficiencies in administrative support and reviewing our income-earning capacity. A number of these will impact particularly in the Strategic Core.

Overall Financial and FTE summary for in scope services

Service Area	2010 / 11 Total Current Budget £000's	Total Current FTEs	2011 / 12 Total Proposed Budget for Indicative Model £000's	Total Proposed FTEs for Indicative Model
Children's Social Care	71,992	1,617	66,569	1,404
Children's Centres / Community Day Nurseries	37,493	277	35,243	189
Integrated Family Support Teams	36,130	852	34,178	763
Special Educational Needs and Disabilities	19,733	461	18,434	403
Strategic Core	52,261	838	50,263	533
Total of In Scope Services	217,609	4,045	204,687	3,292

2011 / 12 will be a year of transition between the current working model and the new model of service. It is expected that further savings will be achieved in 2012 / 13 and beyond as the new model of service becomes embedded, further efficiencies in service structures are identified and implemented and the impact of the integrated family support teams begins to affect the reduced demand for specialist services.