

Safeguarding, Social Care and Family Service Service Redesign Newsletter September 2011

Introduction

This newsletter is designed to provide information on the developments of the Lean Review/Redesign of children's social care.

We have adopted a systems thinking approach to explore the demand on our service.

This reflects the same approach that Eileen Munro used, to examine child protection processes.

We began this exercise because we are a high performing local authority and were not reacting to concerns of poor practice. This meant we were in a favourable position

to expose ourselves to the challenge of checking the efficiency and effectiveness of our delivery.

The process called "check" is the method where we gather information and evidence from case records and direct contact with families. The evidence informed us that families

did not always understand the reports they received or what it is they need to do to keep their children safe.

We set up a pilot team earlier this year to test out new methods and ways of working. We are now extending the pilot to test volume and complexity.

Family Team Extended Pilot

The Family Team has moved to Lewis House in preparation for extending the pilot.

As of 19 September the team will be expanding to include additional staff.

The Family Team extended pilot will be

taking all new work coming into the Bath area and will also be taking on some duty work from the RUH in the future.

The team will comprise of the following staff:

Team Manager
Julie Morris

Deputy Manager
Bertie Goffe

Social Workers
Lydia Samuel
Jane Ermer
Charlotte Culblath
Amy Barnard
Hannah Ryan
Carly Evans
Orla Meacham
Linda Drew

Geeta Palmer
Clare Luxton
Katie Harris
Sue Keitch (trainee social worker)

Social Worker Assistant
Lorna Merrick
Karen Kopp

Admin
Saralea Purnell
Felicity Nuttall

Check



Check is the process by which a detailed analysis is taken of the child and families journey through social care services.

Check has been completed on the following teams:

- Bath Locality
- North East Somerset Locality
- Specialist Child & Family Support
- 117 Project
- New Way (Domestic Violence)

We will be undertaking this process with all the teams within social care over the next few months. The purpose of this process is that the redesign of our service is based upon evidence and not anecdote.

Timeline



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|------------------|---|---|
| 19 September 11 | - | Family Team extended pilot starts |
| 13/18 October 11 | - | Service Re-design Workshops |
| December 11 | - | Review of extended pilot
Report on outcomes of extended pilot
Formal staff consultation |
| 1 March 12 | - | Conference |
| 31 March 12 | - | Pilot finishes |
| 1 April 12 | - | Estimated date for new service structure |

Reclaiming Social Work

The aim of the lean review is:

1. To improve the outcomes & experience of children and families.
2. To reclaim social work practice.

What are we doing differently?

- Managers will receive & record all new referrals & allocate.

- SW's will respond within 24 hours to any safeguarding concerns & quickly to all other children in need. The aim of a quick response is to engage and build relationships with families.
- SW will complete a plan with the family within 7 to 10 working days of the referral.

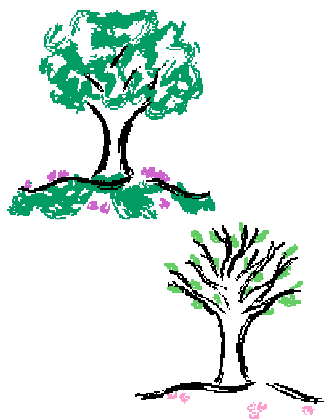
- The SW completes an assessment based on the needs of the family; no longer differentiates between initial & core assessments.
- SW will be working intensively with families to address the presenting & underlying causes of their difficulties.
- SW will provide all the interventions unless a specialist function is required.

- SW will be promoting & facilitating team around child/family meetings.
- We have reduced bureaucracy by removing the obstacles presented by the electronic client records system.
- Exploring ways to delegate responsibility to front line staff thereby improving the efficiency of decision making.

Managing Change

We want to work with you to get this right. Over the next few months there will be a range of opportunities to contribute to the process that we are undertaking. We encourage agencies to respond to the feedback forms that will

be distributed on specific cases. Trina Shane is available to attend team meetings upon request, please email her at trina_shane@bathnes.gov.uk We will be sharing with you our findings in Dec 2011, when we have analysed the additional experience of taking a larger and more varied



range of cases. This report will indicate where efficiencies can be made and how social care can be more effective in improving outcomes. This report will also provide information regarding the redesign of the service with the anticipated implementation on 1 April 2012.

Munro

Professor Munro has carried out a wide-ranging and in-depth review. Her report makes fifteen recommendations and signals a shift from previous reforms that, while well-intentioned, resulted in a tick-box culture & a loss of focus on the needs of the child. We are focusing on the recommendations that are pertinent to re-design.

1: Initial and core assessment should be scrapped and replaced with a single, ongoing assessment listing decisions to be made.
3: Inspections should also look at outcomes and how children's wishes and experiences shape services provided.
4: A combination of nationally collected and locally published performance data should be used.

9: LSCBs should use a systems approach to serious case reviews (SCRs) and Ofsted's evaluation of SCRs should end.
10: Council's should have a legal duty to provide enough early intervention services.
11: The Social Work Reform Board's professional capabilities framework should specify those qualities needed

for child & family social work.

13: Local authorities should review and redesign the ways in which child and family social work is delivered, drawing on evidence of effective interventions & helping social workers use evidence based practice. (Munro, 2011)

Service Redesign Workshops

There are workshops organised for social care and relevant early years staff to share what we have learnt so far and next steps.

Conference

There will be a stakeholders conference on 1 March 2012 to share what we have learnt from the pilot with colleagues and partner agencies. This conference will also provide further information and details of future plans of the service. Details about the conference will be sent nearer the time.

Open-Day

We have received a great deal of interest from other local authorities wanting to hear more about what we are doing, in response to this we are planning an open day in the New Year to share our learning.