

## **EAST AYRSHIRE COUNCIL**

**CABINET: 17 AUGUST 2011**

### **SOCIAL WORK SUSTAINABILITY: CHILDREN AND FAMILIES SERVICE PROGRESS REPORT**

#### **Report by Executive Director of Educational & Social Services**

#### **1. PURPOSE**

- 1.1 To advise of progress in implementing the new service design for the children and families social work service and associated changes as set out in the social work sustainability plan; and to seek approval for specific developments arising from the work streams.

#### **2. BACKGROUND**

- 2.1 On 19 May 2010, Cabinet approved the plan for social work which aimed to modernise, develop and improve the service, while also addressing the issue of sustainability within the children and families social work service and other areas of social work services.
- 2.2 The report described the children and families social work service covering: the key functions of the service; need and demand; costs of existing services and cost comparisons.
- 2.3 It highlighted the significant pressures on social work services due to the impact of alcohol, drugs and domestic violence on the children and young people within our communities. This has resulted in significant additional work for children and families social work staff, much of which is high risk and complex.
- 2.4 The children and families social work service has since developed and implemented the new service design described in the Cabinet report of 19 May 2010, underpinned by a financial framework plan for the period 2010 – 2013.
- 2.5 This has involved transformational change for the children and families social work service, and will be embedded through until 2015. For staff, this means change at organisational, culture and practice levels.

#### **3. PRIORITIES**

- 3.1 The new service design aims to ensure:

- a clear strategy for intervening at the right times and in the right ways with children and their families;
- a more effective approach which will make a strong contribution to keeping children a safe and ensuring better outcomes;
- that opportunities to support children and young people to remain at home are improved, where it is appropriate and safe to do so;
- that staff are managing reasonable workloads ensuring more reflective and planned interventions; and
- that staff and managers are appropriately supported and developed in their role.

3.2 To achieve this, the following steps are central to progress:

- Improving service delivery arrangements by implementing a new service design;
- Improving efficiency by reducing number of different types and grades of posts;
- Creating and implementing a simple staffing model (three key posts);
- Clarifying new expectations of staff (new job descriptions);
- Developing new approaches, interventions and services;
- Engaging with partner services / agencies to explain the changes;
- Clarifying support requirements (e.g. administration)

#### **4. IMPLEMENTATION PLAN : PROGRESS TO DATE**

##### **Service Design**

4.1 In 2010, a range of sessions took place to engage managers and staff in shaping the way in which children and families social work services should be delivered in the future. This resulted in the detail of a new service design being agreed. This is summarised at appendix 1. Essentially, the social work service will be structured to better meet the needs of the child / young person. It will consist of:

- locality service (front line staff providing the first point of contact);
- intensive support service (staff who can offer additional support to prevent a child being accommodated or to support a return home); and

- corporate parenting services (staff who provide fostering, adoption or residential care services where children / young people require to be accommodated)

Crucially, these staff will work together to support children and young people to live at home and in their own communities where it is safe and appropriate to do so.

### **Implementation of Human Resources (HR) Transition Plan**

- 4.2 In year one, the focus has been on developing and implementing the human resources transition plan. This reflects a commitment made to organising current services in a way which ensures maximum efficiency.
- 4.3 Progress to date in implementing the transition plan includes: -
- Creating a simple staffing model consisting of three key posts of:
    - **Social Worker** (protected title registered with the Scottish Social Services Council (SSSC) with professional degree level social work qualification)
    - **Family Support Practitioner** (degree educated in discipline relevant to working with children and families)
    - **Family Support Worker** (vocational qualification – HNC/SVQ)
  - Completion of new job descriptions and person specifications
  - Completion of job evaluation process resulting in appropriate gradings being identified for these key posts;
  - Engagement sessions with all social work children and families staff with senior managers to explain the changes and to outline how the process would be managed;
  - Individual/small group meetings with all staff to match people into a post in the new service design;
  - Competitive interviews with staff who had the relevant qualifications to apply for promoted posts.
- 4.4 The implementation of this HR transition plan has been resource intensive, having started in June 2010 and concluded in March 2011. The remaining vacancies were subsequently advertised via a highly successful advertising /

recruitment process which generated over 500 applications for a range of posts.

- 4.5 Since 1 April 2011, the new service design is being incrementally implemented enabling staff to move from their existing post to their new post, while also being sensitive to ensuring consistent operational service delivery.
- 4.6 The implementation of the plan resulted in efficiencies of the service and severance arrangements for 17 employees. This was approved at Cabinet on 26 January 2011 and 23 March 2011.

### **Practice and Workforce Development**

- 4.7 The new children and families social work management team came into post in January 2010. This has increased capacity to support the workforce, ensuring that professional supervision and development is a priority for all front line staff.
- 4.8 In addition to implementing the new staffing model outlined above, in year 1 (2010/2011) the focus for the new management team has been in identifying strengths and needs in operational practice. This has resulted in specific improvement actions, and has informed the work which is planned in 2011/2012. Examples of specific improvement actions have been in respect of improved processes for permanency planning and child protection practice.
- 4.9 In year 2 (2011/2012), the further development of practice will be a key priority. This will prioritise:
  - Assessment, planning and interventions with individual children;
  - the implementation of the new national guidance on child protection practice;
  - outcomes based practice (measuring the impact of support and interventions); and
  - recording and reflective practice (proportionate written records which help to identify the key concerns);
- 4.10 Also in year 2, a specific leadership / management programme is being implemented to support the professional development of team managers, social workers and para-professionals. The initial programme for team managers has been designed by the service in conjunction with the Organisational Development Manager, and the first cohort has been very highly evaluated. The programme will be further developed with a focus on leadership styles and personal reflection.

## **Engagement / Contracting with Partner Agencies**

- 4.11 A range of presentations and meetings have been held with partner services / agencies to share information about the implementation of these changes. This has included the East Ayrshire Child Protection Committee, CHP Officer Locality Group for Children's Services and meetings of Heads of Establishment.
- 4.12 In September 2010, an engagement seminar was also arranged with all existing independent sector stakeholders. This provided an opportunity to introduce the new children and families social work management team, to explain the new service design, to acknowledge the financial challenges and to invite partner agencies to engage positively with East Ayrshire Council in presenting these challenges. A follow up seminar is being planned for later in 2011.
- 4.13 The approval of the new service design has also enabled informed discussion with independent sector providers. The clarity of approach in council service delivery is enabling greater clarity about which services require to be purchased from the independent sector.
- 4.14 Individual meetings have also taken place with all providers which has enabled decision making about existing and future service specifications/commitments.
- 4.15 Progress has been made by: -
- agreeing reductions in costs, particularly in external foster care;
  - agreeing revisions to service specifications based on changes needed in service delivery;
  - agreeing how contractual monitoring arrangements will be progressed.
- 4.16 A summary of the contractual arrangements relating to each of the provider organisations is set out at appendix 2. The costs of all existing, revised and new services are being met by the funding allocations set out in the social work sustainability plan.
- 4.17 Specific consideration requires to be given by Cabinet to the following:
- **Who Cares? Scotland**
- Who Cares? Scotland is a national advocacy service for looked after children and young people. As an organisation, it has undertaken considerable work in East Ayrshire to support the development of corporate parenting activity. The existing East Ayrshire contract with Who Cares? Scotland is in place until March 2012, however in line with the shared services agenda, work has taken place to develop an Ayrshire wide service specification and contract with North Ayrshire Council and South Ayrshire Council. It is proposed that this

contract covers the period 2012 – 2015. The aim is to improve efficiency in respect of costs and the monitoring of the service provided. Across Ayrshire, there is a commitment to continue to work with this organisation as the sole provider of independent advocacy for looked after children operating on a national basis, representing the voice of looked after children and young people in most local authority areas in Scotland. The service specification has been agreed by all parties and the contract is ready for issue.

### ***Service Proposal***

It is proposed that Cabinet continues the contract with Who Cares? Scotland on a negotiated basis (paragraph 21, East Ayrshire Council Standing Orders Relating to Contracts: March 2011) for the period 2012 to 2015.

- **Turning the Corner: Action for Children**

Further to Cabinet approval on 19 May 2010 to reshape the service provided by Action for Children, the service specification has been completed and the contract is being developed.

### ***Service Proposal***

It is proposed that the service is delivered in 2011/12, and consideration is thereafter given to the merits of developing a three year contract. The cost of the service in 2011/12 is £190,858.

- **Lisalanna: Action for Children**

The service to date has provided five residential respite places. Due to the changing needs of families, the service is currently testing out new ways of delivering short breaks. This includes activity based short breaks for children and young people which offer personal development and learning opportunities. The costs of this service in 2011/2012 is estimated at an additional £50K. Families are involved in shaping this new approach and the outcome of testing this new approach will inform future developments in supporting the families of children with disabilities.

### ***Service Proposal***

It is proposed to develop community based short breaks by providing additional funding of £50K in 2011/12.

- **SACRO**

This service was developed in partnership with North Ayrshire Council and South Ayrshire Council. It has been in place since 2001 and has recently been evaluated on a partnership basis. The evaluation findings suggest that

the service can be more effectively and efficiently delivered within our new service design, with the existing funding contributing to building the capacity of the new intensive service. The partnership has therefore agreed to end the service with appropriate notice being issued.

### ***Service Proposal***

It is proposed that the contract will terminate on 30 September 2011.

- **APEX**

This service has been provided in partnership with North Ayrshire Council. It provided modular education programmes for people who were made the subject of supervised attendance orders by the court. The funding source is the criminal justice grant and therefore this matter will be reported through the Ayrshire Criminal Justice Joint Committee. Following a review of the services provided due to the introduction of new community payback orders, it is recognised that this model of delivery is no longer appropriate as supervised attendance orders have been replaced by the new community payback order

### ***Service proposal***

It is proposed that the contract will terminate on 30 September 2011. The funding will be diverted into the delivery of new community payback orders, which includes unpaid work arrangements.

## **5. INDICATORS OF PROGRESS**

5.1 Progress has been made in year 1 as evidenced through key change indicators, supported by management and performance information, including the use of the CORVU system. The five key indicators are:

- improvement in practice standards;
- stabilising the numbers of children who are looked after / looked after and accommodated;
- reducing the use of external foster care;
- increase in number of qualified social workers in locality services to address high risk / child protection work;
- reduced caseload size.

5.2 Further information relating to these five areas of progress are summarised below:

## Improvement in Practice Standards

- 5.3 There has been a focus within the service on improving practice standards. One area of focus has been in respect of the submission of reports to the Reporter to the children's hearing.
- 5.4 A social background report is a report requested by the Reporter to the children's hearing following a referral which suggests the child is experiencing problems. The report is requested from the local authority via the social work service, and provides information based on an assessment of the child and their circumstances. The report assists the Reporter to make a decision about whether compulsory measures of supervision may be required.
- 5.5 The hearing system operates within a framework of statutory time limits for the processing of referrals in respect of children. National Standards covering the process of the hearing system define the level of service expected at key points in the process. The standard with most relevance to the council is Time Interval Standard 3 (TI3)
- 5.6 The format for Standard 3 (TI3) consists of:
- Objective – Social Work will submit reports on time
  - Standard – All reports will be submitted within 20 working days of the date of the request
  - Target – 75% of reports will be submitted within 20 working days of the date of the request
- 5.7 The Scottish average performance for Time Interval 3 in 2008 – 2009 was 41%, indicating that improvement is required across Scotland in reaching the national target.
- 5.8 Historically, East Ayrshire Council's performance against the Standard is illustrated below:

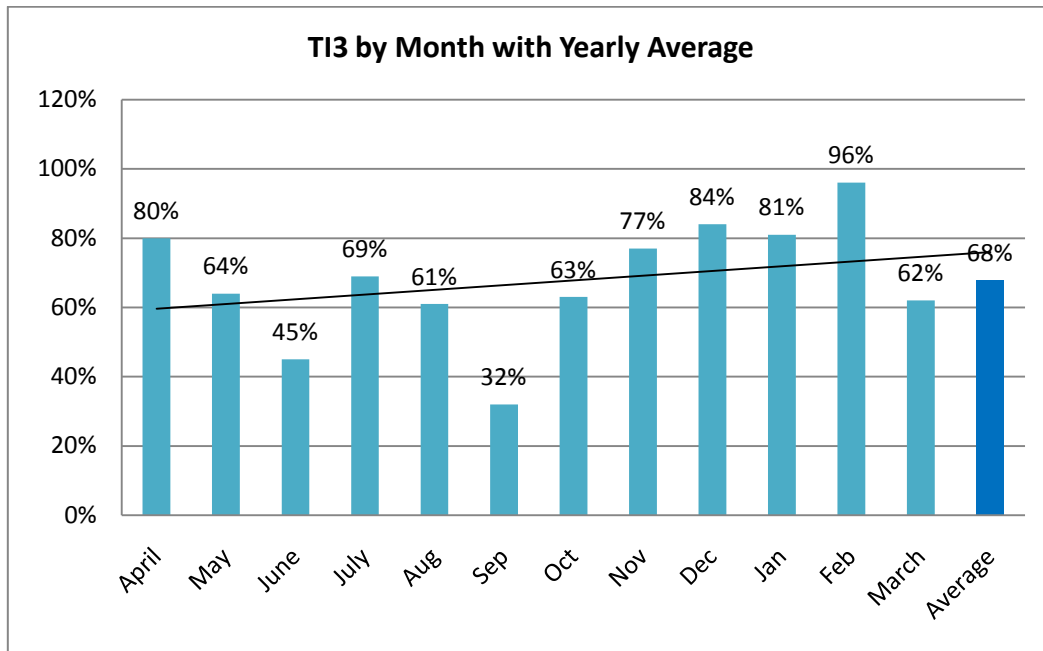
Year	Number of Reports Submitted	% on time
2006 – 2007	813	22.4%
2007 – 2008	637	20.6%
2008 – 2009	594	16.8%
2009-2010	436	37%

- 5.9 In order to continually improve performance and reach the standard set by SCRA, the Senior Manager, Locality Services has assumed a lead role in driving improvements in the production of reports to the children's hearing. This has involved a change management process including change in

systems, processes, culture, management and leadership. Detail of the range of changes were set out in reports to Governance and Scrutiny Committee in May and December 2010

5.10 Table 1 shows that continued progress is being made. At 31 March 2011, there is 68% as compared to 37% in 2009 / 2010.

Table 1: % reports submitted within timescale



### **Stabilising the numbers of children who are looked after / looked after and accommodated**

5.11 The new service design has had a strong focus on stabilising the numbers of children who are looked after and accommodated by the local authority. This is an ambitious plan as the numbers of children being accommodated across Scotland is increasing year on year. This is also the position in East Ayrshire.

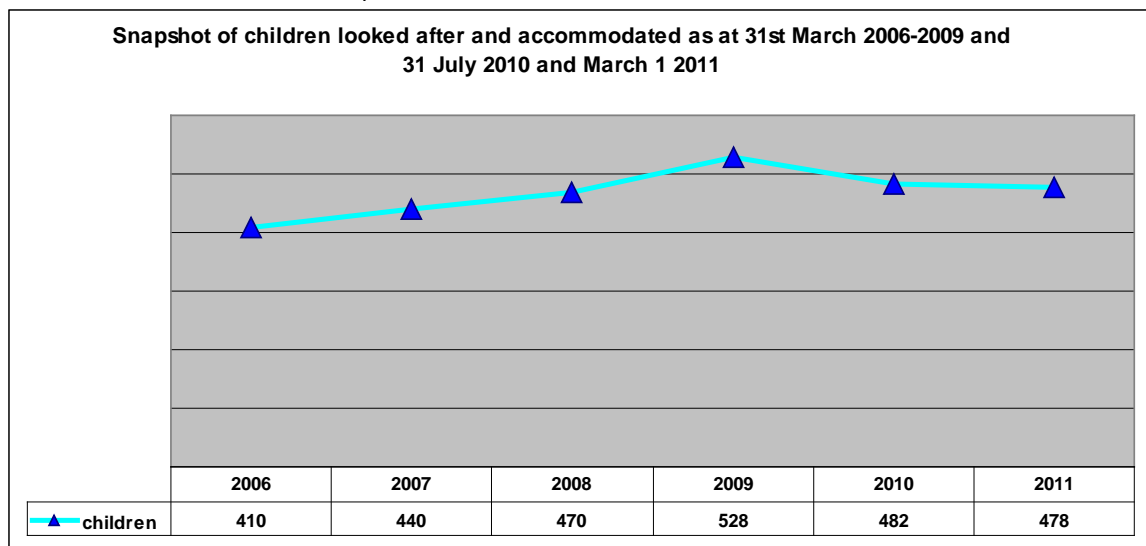
5.12 However, historically within East Ayrshire, it has been recognised that the numbers of looked after children and young people in East Ayrshire have been higher than the national average. A considerable amount of work has taken place to understand the reasons for this and to inform how this situation can be addressed. The East Ayrshire Child Protection Committee also commissioned research to develop improved understanding about need and demand in the area, and the results will be available in the summer 2011.

5.13 Managers and staff have been working with families to progress the plans for each child / young person in our care. In addition, a comprehensive case review process led by the social work children and families senior

management team took place in 2010 to ensure progress.

- 5.14 In progressing their individual plans, some children and young people have been supported to remain at home, some have been supported to return home, some have moved to live with extended family and some have moved to alternative families on a permanent basis, for example via adoption.
- 5.15 While managing this historic position, staff are also responding to the needs of children being referred to the service. For example, between 1 January 2011 and 31 March 2011 24 pre-birth referrals were made, indicating that there are possible risks for the pregnancy / child.
- 5.16 While there is a strong focus on supporting children to remain at home, between 1 January and 31 May 2011, 26 children were accommodated within East Ayrshire. The majority of these children were under 6 years, highlighting that there is an increasing profile of younger children being accommodated mainly due to physical injury and / or physical neglect. Of these 26 children, 20 were placed within internal East Ayrshire Council resources. External placements were initially sought for six children due to either need or availability of an appropriate resource.
- 5.17 The Children Looked After Statistics (CLAS) return is published by the Scottish Government and contains statistics on children and young people who were looked after by the local authority or were eligible for after care services provided by the local authority in the period 1 August 2009 to 31 July 2010. The most recent report was published on 23 February 2011, with the reporting period having moved from fiscal year to academic year in 2009/10.

Table 2 : Scottish Government Report : CLAS 2009 / 2010



- 5.18 The report highlighted the following:
- As at 31<sup>st</sup> July 2010 there were a total of 482 children and young

people looked after by East Ayrshire Council. This represented a decrease of 11% from the position at 31 March 2009 when 528 children and young people were looked after. This was the first time the number of children looked after had decreased since 2004. Nationally the number of children looked after has increased every year since 2001.

- The number of children who became looked after also reduced from 191 in 2008-09 to 115 in this reporting period, a decrease of 40%, in contrast to a 7% increase nationally.
- 159 children and young people ceased to be looked after in 2009 -10 compared to 110 in the previous year. This represents a 30% increase in the numbers ceasing to be looked after. Nationally there was a 3% increase.

5.19 In summary, the social work service has made significant progress in stabilising the numbers of looked after children in East Ayrshire over the year. It should be noted that this number fluctuates on a week to week basis as the service responds to crisis situations and inevitable variations in referral patterns. This particularly relates to children who are looked after and accommodated.

5.20 There is a challenge for the service in sight, as when the numbers of looked after and accommodated children are proportionate to local need and levels of risk, and appropriately benchmark with partner local authorities, there is likely to be a further pressure on resources. This is due to the fact that the number of children becoming looked after is increasing across Scotland, particularly for children under 12 years (and particularly for babies and very young children). This situation will be carefully monitored within the overall framework of the new service design.

### **Reducing the use of external foster care**

5.21 When children require to be accommodated by the local authority, foster care is usually the preferred placement as in the majority of circumstances, evidence clearly indicates that family based alternative care arrangements offer the best outcomes for children. East Ayrshire is achieving well in placing children in foster care as the preferred model of care when a child is accommodated by the local authority. Of the looked after and accommodated population, 32% of children are accommodated in foster care. This is higher than the national average and is a positive indication that children who are being accommodated by the Council are experiencing family based care.

Table 3:

<b>Foster Care as at 31st July 2010</b>	<b>With foster carers provided by LA</b>	<b>With foster carers purchased by LA</b>	<b>Percentage of LAAC in foster care</b>
EAC %	21%	11%	32%
Comparator average	18%	6%	24%
<b>Scotland</b>	23%	7%	30%

5.22 East Ayrshire Council has children placed in both internal foster care placements and external foster care placements, however there has been a historic reliance on externally provided placements.

5.23 Due to the historic nature of placements made, it is not possible to plan for all children moving from external foster placements to alternative care arrangements as this would mean inappropriately disrupting the care of a child. In essence, this means that some placement costs are a continuing commitment until the child young person is 16/18 years. Based on existing assessments and plans, 32 children will remain in placement at a cost of £1,608,845. Plans are being progressed for other children, for example in seeking adoptive placements.

5.24 Robust monitoring arrangements are now in place to ensure that appropriate usage is made of internal and external fostering placements. As a consequence, there has been a gradual change in the number of placements over the financial year 2010/2011 as follows: -

Table 4:

<b>2010/2011</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>No. of placements At 1<sup>st</sup> of Month</b>	55	56	56	54	55	52	51	51	51	51	51	50

5.25 As at 1 June 2011, these 50 children remained with external foster carers. It should, however be noted that due to emergency situations and the need for flexibility of care arrangements, placements are sometimes made with external foster carers on a temporary basis, which clearly incurs a cost. Despite this, managers have made significant progress in reducing the use of external foster care and in maximising our own internal foster care placements, and in recruiting / approving adopters. The full time equivalent placements have also seen a positive trend change over the last four years. The increased use of independent sector foster placements is reducing as follows:

Table 5:

<b>Year</b>	<b>2007/08</b>	<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>
<b>No of Placements (FTE)</b>	31.05	42.55	48.44	53.17
<b>Increase</b>	-	11.50	5.89	4.73

- 5.26 Significant work has also taken place to reduce the costs of external foster care. Positive engagement and negotiation with provider organisations has led to a reduction in the costs of placements as follows:

Table 6: **Average Costs of Foster Placements**

Year	2007/08	2008/09	2010/11	2011/12
<b>Cost</b>	£48,448	£48,465	£49,723	£47,982
<b>Cost Variance</b>		0.04%	2.59%	-3.5%

- 5.27 While the costs of foster care continues to be a resource pressure, there has been a positive change in the pattern of expenditure as follows: -

Table 7: Total Costs of Foster Care

Year	2007/08	2008/09	2009/10	2010/11
<b>Annual Budget</b>	£591,590	£1,370,380	£2,165,272	£2,426,590
<b>Actual Expenditure</b>	£1,504,295	£2,062,190	£2,408,563	£2,551,201
<b>Actual Variance</b>	£912,705	£691,810	£243,291	£124,611
<b>Budget Actual Increase</b>	-	£778,790	£794,892	£261,318
<b>Budget % Increase</b>	-	131.64%	58.01%	12.07%

### **Increase in number of qualified social workers in locality services to address high risk / child protection work**

- 5.28 Recruitment has been constant since 2009 and the service is now operating at any single point in time at or close to full staffing levels. The service design has also set out the need to increase the number of qualified social worker posts. There has been a strong emphasis on positive change and modernised service delivery in recent adverts, which has successfully attracted new staff to the area. As a result of the additional funding, 10 front line qualified social worker posts have been created. It is anticipated that these will be filled by autumn 2011 through current recruitment processes. The change to the staffing establishment is summarised at table 8.

Table 8: Number of Front Line Qualified Social Workers

<b>Location / No of Posts on establishment (FTE)</b>	<b>May 2010 (Date of Cabinet)</b>	<b>June 2011</b>
Localities (Frontline Service)	37	47*

\* Arrangements are currently underway to fill these 10 new posts

- 5.29 As outlined at paragraph 4.3, a new designation of Family Support Practitioner has been introduced. Following the recent successful recruitment process, a total of 25 Family Support Practitioner posts are within the staffing establishment of the service (based within locality and intensive services).

### **Reduce Caseload Size**

- 5.30 At Cabinet in May 2011, the average caseload size was reported as being 33, which was recognised as being too high. In addition, there was no dedicated staffing for the Initial Response Team which deals with all new referrals.
- 5.31 Following the appointment of the staffing establishment set out above, the average caseload for lead professionals (i.e. the allocated lead worker for each child) will be 26. This highlights significant improvement in moving towards a caseload average of 20. It is anticipated that the service will achieve this by the end of 2011. The average caseload target of 20 will be achieved in 2012/2013 following the year three financial investment as part of the social work sustainability plan.

## **6. CURRENT DEVELOPMENTS**

- 6.1 A range of work is currently underway in respect of the implementation of the new service design. This includes:
- The development of a family support service (created from the home care service with the addition of family support workers) with an emphasis on relationship building, parenting support and family activity based work.
  - Partnership work with the parents of children with disability to improve service delivery arrangements, including access to short breaks.
  - The completion and opening of the new children's house in Kilmarnock.
  - The implementation of intensive support arrangements in partnership with Action for Children to young people to prevent placements being made in secure accommodation.
  - Partnership work with South Ayrshire Council and North Ayrshire Council to develop joint commissioning and contract management arrangements. For example, in negotiating costs with providers and in identifying areas for joint commissioning with NHS Ayrshire and Arran.

## **7. FINANCIAL IMPLICATIONS**

- 7.1 Additional funding of £600,000 was allocated for the implementation of the new service design in year 1 (2010/ 2011). Due to the phasing of and HR transition plan and the phasing of expenditure, the actual costs of £259,787 were incurred in the financial year in relation to staffing and service

improvements e.g. increased adoption allowances. The balance of this additional funding was used to partially offset non-recurring staff severance and service development costs within children and family services. The balance of funding is included in the base budget allocation for 2011/2012 will be used to offset recurring service re-design costs.

- 7.2 The costs of services detailed in section 4.17 are integral to the implementation of the new service design, and therefore are fully accounted for within the budget in 2011/2012.

## **8. POLICY/LEGAL IMPLICATIONS**

- 8.1 The new service design for the children and families social work service has taken account of the requirements of new legislation, for example, The Adoption and Children (Scotland) Act 2007.
- 8.2 The revised service delivery arrangements have also taken account of national and local policy initiatives such as the National Residential Child Care Initiative; the National Young Carers Strategy and the newly launched strategy for Children Affected by Disability.

## **9. HUMAN RESOURCE (HR) IMPLICATIONS**

- 9.1 As described at paragraphs 4.2 to 4.7, detailed work has taken place on an HR transition plan. This has involved the deletion of historic grades / designations and the introduction of a simple staffing model.
- 9.2 There has been engagement with the trade unions throughout this process, which has been described as supportive and well planned. Of 102 posts, two employees have recently raised grievances relating to their concerns about the impact of the implementation of the redesigned service on their salary. This matter is currently under consideration, and the response will be informed by existing HR policy and guidance.

## **10. COMMUNITY PLANNING**

- 10.1 The proposals within this report support the effective delivery of social work services in East Ayrshire and through this contribute to the aims of the Improving Health and Wellbeing, Improving Community Safety and Promoting Lifelong Learning Action Plans. Overall, this report highlights the significant task for community planning agencies working together to secure positive outcomes for children and their families in East Ayrshire.

## **11. RISK IMPLICATIONS**

- 11.1 The implementation of this new service design was instigated by the work on ensuring that the social work service and allocated budget is sustainable into the future. There are considerable risks to children, young people and their families if the social work service is unable to respond to need in a responsive and timely manner. Given the nature of the service provided by social work children and families staff, it is not possible to eliminate risk, however it is possible to identify key risks and to take action which can best manage the risk being presented.
- 11.2 The changes being made provide evidence that the service is taking action in response to the issues identified within the original audit of services (as presented to Cabinet in May 2010). This particularly relate to improving the capacity of the service to respond to concerns; improving support to front line staff and ensuring that workloads are manageable. The collective range of actions are demonstrating improvement, albeit these form part of a longer term change plan.

## **12. RECOMMENDATIONS**

- 12.1 It is recommended that Cabinet:
- i) note the progress being made against key indicators as set out at section 5;
  - ii) note the impact of the service changes on the overall performance of the service as outlined at paragraph 5.1;
  - iii) note the work undertaken with independent sector provider organisations (detailed at appendix 2);
  - iv) note the work being progressed on a shared services basis with North Ayrshire Council and South Ayrshire Council in respect of joint commissioning and contract management;
  - v) approve the specific changes to existing agreements as set out at section 4.17 and otherwise;
  - vi) note the contents of this report.

**Graham Short**  
**Executive Director of Educational and Social Services**  
**26 July 2011**

**BACKGROUND PAPERS:**

1. Social Work Sustainability Report – East Ayrshire Council's  
Cabinet 19 May 2010.

Members requiring further information should contact Susan Taylor, Head of Service:  
Children, Families and Criminal Justice (01563) 576597

**IMPLEMENTATION OFFICER: SUSAN TAYLOR, HEAD OF SERVICE:  
CHILDREN, FAMILIES AND CRIMINAL JUSTICE**

# CHILDREN AND FAMILIES SOCIAL WORK: SERVICE DESIGN

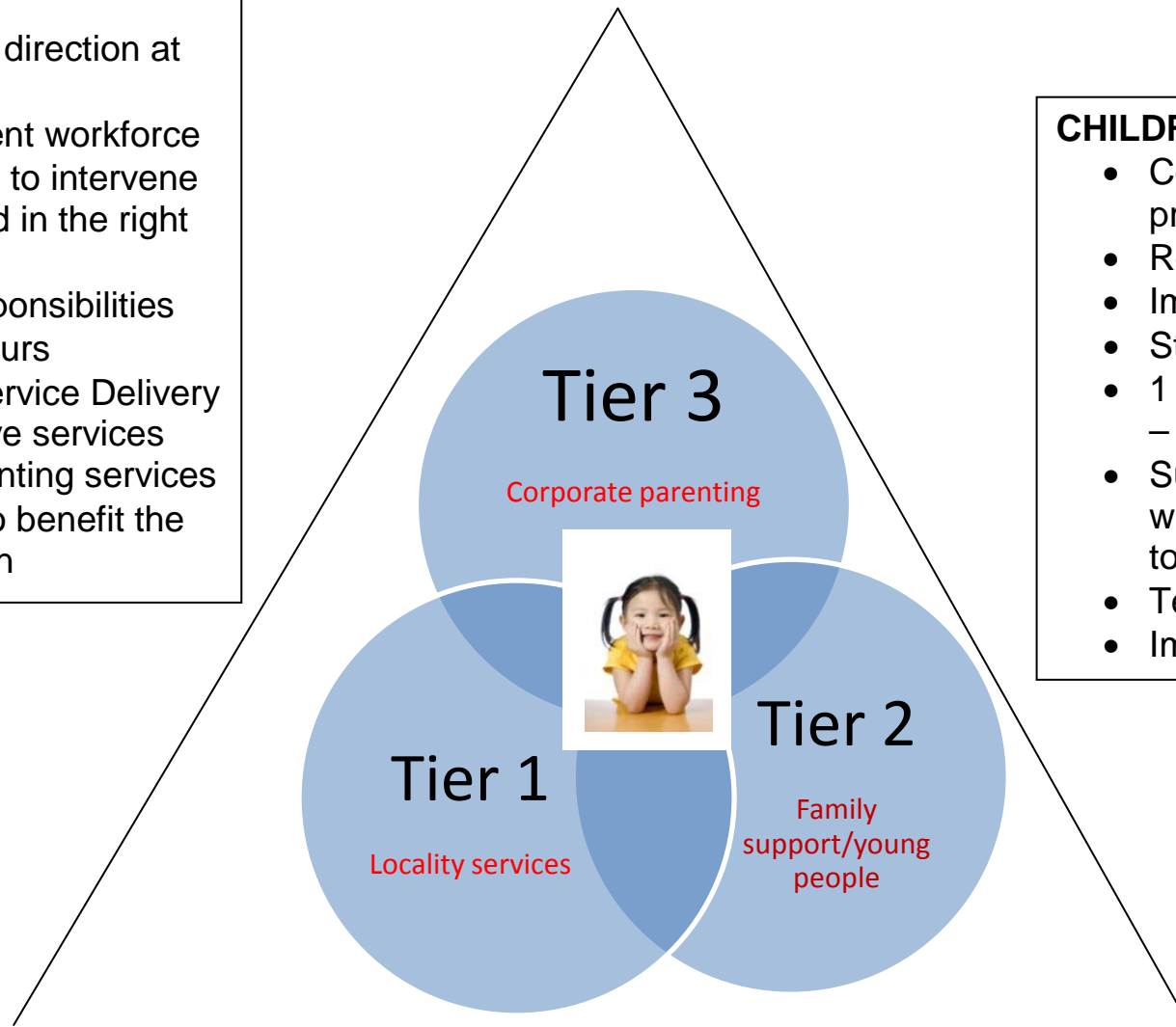
## SERVICE

- Strong leadership / direction at all levels
- Confident, competent workforce
- Increased Capacity to intervene at the right time and in the right way
- Clear Roles & Responsibilities
- Flexible working hours
- Simple Model of Service Delivery – localities; intensive services and corporate parenting services
- Working together to benefit the child / young person

## Appendix 1

## CHILDREN & YOUNG PEOPLE

- Consistent support : pre birth to 21 years
- Relationship based support
- Improved responsiveness
- Strong partnerships
- 1 child – 1 assessment – 1 plan – 1 lead professional
- Supporting children at home where it is safe and appropriate to do so
- Team around child
- Improving outcomes



EAST AYRSHIRE COUNCIL

APPENDIX 2

DEPARTMENT OF EDUCATIONAL AND SOCIAL SERVICES

CHILDREN AND FAMILIES SOCIALWORK SERVICE DESIGN: INDEPENDENT SECTOR PROVIDERS

Provider	Service Provided	Annual Budget 2011/12	Details / Proposed Action
Who Cares? Scotland	Provides an individual and group advocacy service to looked after young people	£55,870	The existing East Ayrshire contract with Who Cares? Scotland is in place until March 2012, however in line with the shared services agenda, work has taken place to develop an Ayrshire wide service specification and contract with North Ayrshire Council and South Ayrshire Council to improve efficiency in respect of costs and the monitoring the service provided. It is proposed that this contract covers the period 2012 – 2015. Across Ayrshire, there is a commitment to continue to work with this organisation as the sole provider of independent advocacy for looked after children operating on a national basis, representing the voice of looked after children and young people in most local authority areas in Scotland. East Ayrshire Council has taken the lead role in developing the service specification and contract. The service specification has been agreed by all parties and the contract is ready to be issued for signatures.
East Ayrshire Advocacy Service	Provides a service to parents with disabilities/mental health difficulties whose children are subject to child welfare or protection proceedings	£19,000	A contract is in place between the council and the East Ayrshire Advocacy Service until 31 March 2012. As part of this overall contract, a specific service is provided to parents with additional support needs who have children subject to child protection procedures.

<p>East Ayrshire Turning the Corner - Action for Children</p>	<p>Development of a Intensive support and monitoring service for young people</p>	<p>£190,858</p>	<p>At Cabinet in May 2010, approval was given to reshape the existing Chances Service provided by Action for Children into an intensive support service, with a particular focus on preventing young people being placed in secure accommodation. This has been implemented with the one year funding made available to East Ayrshire to support the development of this service, recognising the high historical usage of secure accommodation.</p> <p>The service includes the provision of intensive support and monitoring arrangements where / if necessary. The service has incrementally been responding to requests for intensive support, and a service specification has been developed based on these experiences of local need and demand.</p>
<p>Action for Children- Lisalanna</p>	<p>Five respite beds are commissioned for children and young people, with a range of disabilities</p>	<p>£281,480  (Note – the total budget including the NHA Ayrshire and Arran contribution is £518,500)</p>	<p>A draft service specification has been developed for one year until 31 March 2012, and the agreement with the provider requires to be completed. This one year agreement reflects the work taking place to respond to the changing needs of families e.g. in responding to requests for community based short breaks, and a wider range of family support than traditional residential respite care. As part of the new service design of children and family social work services, it is proposed to test out new approaches to short breaks in 2011/2012. Families will be directly involved in the planning of this work. It is therefore proposed to fund additional activity in 2011/2012 in respect of short breaks. It is estimated that the additional costs will be £50K.</p>
<p>East Ayrshire Carers Centre</p>	<p>Advice, Information and Support service for Carers and Young Carers</p>	<p>£177,150  (Note – NHS Ayrshire and Arran provide additional funding of</p>	<p>The existing agreement between the Council and the Carers Centre operates until 31 March 2012. Services to young carers are provided within this overall framework.</p>

		£52,600)	
Barnardos Axis Project	Support project for children and young people who are experiencing difficulties with alcohol	£80,000	A contract is in place until 15 October 2012, and has an option to extend until 15 October 2013.
Barnardos Families Service	Family Support Service for parents and children affected by domestic abuse	£47,174	A contract is in place until 6 November 2011, and has an option to extend by two one year extensions to November 2013
SACRO	This is a restorative Justice Service which aims to support young people to address their offending behaviour and to undertake a restorative intervention with the person that was harmed.	£35,210	This service was developed in partnership with North Ayrshire Council and South Ayrshire Council. It has been in place since 2001 and has recently been evaluated on a partnership basis. The evaluation findings suggest that the service can be more effectively and efficiently delivered within our new service design, with the funding contributing to building the capacity of the new intensive service. The partnership has therefore agreed to end the service with appropriate notice being issued. It is proposed that the contract will terminate on 30 September 2011.
Foster Care with Independent Sector Agencies	<p>Foster care placements with the following provider organisations:</p> <ul style="list-style-type: none"> <li>• Foster Care Associates</li> <li>• Foster Plus</li> <li>• Barnardos</li> <li>• SWIIS</li> </ul>	<p>Total Cost of all Placements - £2,532,110</p> <p>Range of average weekly placement costs: -</p>	<p>Individual negotiated contracts with each organisation for each child placed. The contract lasts for the duration of the placement for the child. A series of negotiations have taken place in 2010/2011 to reduce the rate of existing foster care placements. Where appropriate these negotiations have been undertaken in conjunction with North Ayrshire Council / South Ayrshire Council.</p> <p>At a national level, arrangements are underway to develop a national contract with a cost framework for foster care. This work follows the recent national tender for secure care. The outcome of</p>

	<ul style="list-style-type: none"> <li>• Jane Moore Trust Fostering</li> <li>• National Fostering Agency</li> </ul>	£750 - £1,231	these contracts should be reduced costs, improved quality and improved accountability for local authorities.
East Ayrshire Rape Counselling & Resource Centre Service	Specialist counselling and support service for survivors of sexual abuse and rape	£92,320	This service has been funded on a grant basis to date. Work took place in 2010 in conjunction with NHS Ayrshire and Arran to scope out the need for services for adult survivors of abuse in Ayrshire. This service was one of the services involved in a market testing exercise, however the work was not progressed due to the estimated costs set against budget availability. Subsequently, it was agreed to undertake an organisational capacity assessment with a view to clarifying costs against services provided and outcomes achieved. The outcome of this work will be reported at a later date.
APEX Scotland	Delivery of modular programme for people on supervised attendance orders	£141,000 (covering East Ayrshire Council and North Ayrshire Council)	This service has been provided in partnership with North Ayrshire Council. It provided modular education programmes for people who were made the subject of supervised attendance orders by the court. The funding source is the criminal justice grant and therefore this matter will be reported to the Ayrshire Criminal Justice Joint Committee. Following a review of the services provided due to the introduction of new community payback orders, it is recognised that this model of delivery is no longer appropriate as supervised attendance orders have been replaced by the new community payback order. It is proposed that the contract will terminate on 30 September 2011. The funding will be diverted into the delivery of community payback orders in both East Ayrshire Council and North Ayrshire Council, which includes unpaid work arrangements. This is being progressed via the Criminal Justice Partnership.
External Provision - Residential Care, Residential Schools and Secure Accommodation	Individual residential placements	Residential & Additional Support Needs Day Placements / Supports	Individual negotiated contracts with each organisation for each child placed. The contract lasts for the duration of the placement for the child. A series of negotiations have taken place in 2010/2011 to reduce the rate of existing care placements.

		£3,972,540 Secure £597,440  Average Weekly Placement Costs: £885 - £5,995	At a national level, a tendering exercise has recently taken place for secure care. The outcome should be reduced costs, improved quality and improved accountability for local authorities.
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