



## Report of the Director of Children's Services

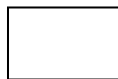
### Children's Services Scrutiny Board

16<sup>th</sup> December 2010

### Children's Services Strategic Update Report

#### Electoral Wards Affected:

All wards



Ward Members consulted  
(referred to in report)

#### Specific Implications For:

Equality and Diversity

Community Cohesion

Narrowing the Gap

## 1.0 Background

- 1.1 The Children's Services Scrutiny Board has a well-established process of receiving regular update reports several times during its workplan year. These provide an overview of key strategic children's services developments.
- 1.2 As well as a broad overview, the report enables members to receive information about specific issues or priorities that are particularly timely. In this report, as well as the update on key developments there is a more detailed focus on the progress of the children's services transformation programme and specifically the proposed emerging model for revised leadership arrangements across the Council's children's services functions and the next stage of development on working locally.
- 1.3 The main themes of this report are therefore as follows:
  - An overview of the emerging new vision for children's services in Leeds, which will form the basis of our new Children and Young People's Plan.
  - A brief summary of the changing national context of children's services developments, in particular the newly published education White Paper.
  - An update on some important inspection and assessment developments, particularly the publication of the Annual Ofsted Assessment for children's services in Leeds. The letter from Ofsted relating to this assessment will be published a day after the Scrutiny Board papers and will therefore be submitted as a late appendix to this report.
  - A brief update on the progress of the Children's Trust Arrangements.
  - Finally, notably more detail about the children's services transformation programme and in particular the emerging new leadership arrangements being proposed and how we will refocus local services to become more responsive to local need.

## **2.0 Main Issues**

### **2.1 Overview**

2.1.1 The Children's Services Scrutiny Board received its last 'update' report in September. Since then there have been a number of important developments that make this latest update particularly timely. Ongoing developments nationally, particularly following the Comprehensive Spending Review are providing a clearer idea of the pressures and policy changes that children's services across the country face. In Leeds, the new Director of Children's Services, Nigel Richardson, started on 30<sup>th</sup> September and since then the direction for both the leadership aspects of the transformation programme and the vision to inform the new Children and Young People's Plan has been set out more clearly. It is important to keep the Scrutiny Board informed of these developments.

### **2.2 A New Vision for Children's Services in Leeds**

2.2.1 The Scrutiny Board have previously been informed of the development of a new Children and Young People's (CYP) Plan for Leeds. Although the government is removing the statutory responsibility for local areas to have a CYP Plan, key partners across the city have confirmed their desire for a revised Plan to be developed to provide a shared vision and framework for children's services across the city. This is particularly relevant as we move towards a more integrated model of service delivery and require collective effort to improve outcomes and cope with the emerging financial pressures.

2.2.2 Since the Board was last updated on the outline proposals for a new plan, there have been some important developments. Firstly, a revised framework for city wide and Council directorate planning has been agreed and will this have a direct influence on format, content and timescales of the CYP Plan, which will now cover the period 2011-15. Within this framework the Children's Trust Board has been identified as the owner of the CYP Plan, as one of the five city priority plans.

2.2.3 Taken together the five city priority plans are the medium term deliverables against the new long term vision for Leeds. Each plan will have a similar format and a four year timescale commencing April 2011. Whilst the framework suggests a maximum of 3 key strategic outcomes, it has been agreed that, given the breadth and complexity of the children and young people's agenda, the 5 outcomes articulated in the refreshed single vision will be appropriate. Each strategic outcome will be supported by 2 or 3 priority actions with accompanying priority action plans, performance indicators and targets as the key components of the city priority plans. Some of these priority actions may be led by other partnerships, such as Health and Wellbeing or Safer Leeds.

2.2.4 Following on from this a second important development has been the arrival of the new Director of Children's Services, who joined Leeds at the end of September. The new Director has helped to shape a revised vision for the CYP Plan and the city, which builds on the initial development and consultation work done, including that done with children and young people during the summer.

2.2.5 The focus of this new vision is for Leeds to become a child friendly city. The idea of a child friendly city builds on a project developed by Unicef that aims to help cities develop a system of good governance committed to fulfilling children's rights. There is more information on the website [www.childfriendlycities.org](http://www.childfriendlycities.org). This city ambition can be used to engage a wide range of partners, public, private, voluntary and communities

more generally in a collective effort to put the child at the heart, make the economic case for investing in the future, and evidence the voice and influence the child.

- 2.2.6 The five outcomes the CYPP will cover to make sure that children and young people:
- are safe from harm;
  - do well in learning and develop skills for life;
  - choose healthy lifestyles;
  - have fun growing up; and
  - are active citizens who feel they have voice and influence

2.2.7 These will be underpinned with a short, clear set of priorities, including a cross-cutting focus on minimising the effects of poverty on children and families. They will be delivered by creating a stronger sense of the shared values and behaviours that bind the children's workforce and these will in turn reflect the Council's new corporate values. To do this there will be an increased focus on working in partnership to develop the children's workforce together in a way that helps us realise our ambitions.

2.2.8 The vision that informs the new Children and Young People's Plan has been captured in a summary sheet, attached at appendix 1. Work on the detail, including the performance indicators that will sit behind this is now taking place. An outcome based accountability approach will be used to engage those who can make a difference to the priority areas. A draft of the new Children and Young People's Plan will be submitted to the Scrutiny Board in the spring of 2011.

## 2.3 National Policy Context

2.3.1 The September update report informed the Scrutiny Board about the change of direction signaled by the coalition government in relation to Children's Services and drew attention to a number of consultations and policy changes that are shaping and reflecting this. These developments have continued in recent months, many of which are reflected in the government's Education White Paper: 'The Importance of Teaching', which was published on 24<sup>th</sup> November. The White Paper is wide-ranging, but in very brief summary some of the main areas it covers include:

- Attainment: Raising the floor target of achievement at GCSE level from 30% of pupils getting 5 A\*-C grades, up to 35%. Changing the A Level and GCSE course structure and school ranking systems.
- Curriculum Review: Launched in December 2010 and implemented by 2013
- Inspection Changes: More streamlined focus for Ofsted, down to four key areas: teaching., leadership, behavior and attainment. Local authority Children's Services inspection focus also to change and become more 'streamlined'.
- Behaviour: Revised powers and 'protections' for teachers on discipline issues.
- Teaching: Reforming initial teacher training and putting in place/supporting processes aimed at improving teachers learning and development.
- Funding: Introducing a Pupil Premium and consulting on revised arrangements for the national funding formula for schools.

2.3.2 Through the White Paper and elsewhere, the government has also re-asserted its commitment to the academies programme for schools and set out a desire to see this extended to a growing number of underperforming schools, primary schools and schools working in partnership arrangements with others (for example in federations, or cluster arrangements). The implications and opportunities of this for Leeds are

being considered and developed as part of the wider locality working approach and the emerging vision and top five outcomes.

- 2.3.3 Aside from schools, the first part of the Munro review of Child Protection was published at the start of October. The focus of this was on analysis rather than specific recommendations. In view of the child protection challenges Leeds faces we have been monitoring this review closely and are currently exploring opportunities to become more involved in learning and development opportunities stemming from it.
- 2.3.4 Furthermore, as mentioned in the update report in September, policies across other areas of government are likely to have an increasing impact on how children's services are delivered. A particularly prominent example is the publication of the new Health White Paper 'Healthy Lives, Healthy People' which places an increased emphasis on the role of local authorities to protect the public from health threats. This is likely to place an increased emphasis on the role of education in preventative work and, for example, initiatives that support good maternal health to give children a positive start in life. At the time of completing this report the White Paper had only just been published, but it will be an important influence to incorporate as we move forward.
- 2.3.5 The other key development since September was the publication of the Comprehensive Spending Review (CSR) towards the end of October. Reports to the Council's Executive Board have provided more details about the implications of the CSR. This should be considered alongside the details of the current financial context locally and nationally, the combined effect of grant reductions and significant demand pressures on the social care system. This demand profile, through referrals, the child protection system and looked after children, is not sustainable. Much of the focus of this paper – for example the focus on outcomes, service redesign and revised leadership – is being put in place to change this pattern of demand.

## 2.4 Inspection and Assessment Update

- 2.4.1 Although the government has made a number of changes to the inspection and assessment process for local government and indicated the intention for further changes to children's services inspections in the future, for 2010 the annual children's services assessment has been retained. This is not an on-site inspection in its own right, but rather is drawn from the outcomes of all of Ofsted's inspections of children's services and settings in the local authority area and an extensive set of performance indicators. The children's services assessment for Leeds will be published on 9<sup>th</sup> December, this is a day after the Scrutiny Board papers are published. Therefore the assessment letter will be provided to Board members as a late paper (as appendix 4 to this report) to ensure that the embargo on publication before the designated Ofsted date is not broken. The Director of Children's Services will be able to provide more context to and detail about this assessment at the Board's meeting.
- 2.4.2 The Council's Adoption Service was inspected during the week commencing 6<sup>th</sup> December. The outcomes of this inspection are not yet known, but Members will be informed when they are published given that this is an important strand of the wider improvement activity taking place in children's services.

## 2.5 Progress of the Children's Trust Arrangements

- 2.5.1 It is now eight months since Leeds began to implement a new Children's Trust Board and new arrangements for the city's Local Safeguarding Children Board. Both play a critical role in building and operating the partnership arrangements that must be in

place to enable different agencies to deliver improved outcomes and our safeguarding responsibilities. Although the government has indicated that the statutory responsibility to have a Children's Trust Board in its current form is likely to be removed, partners across Leeds have indicated their intention to keep the arrangements that have been developed during this year to provide an overview of and driver for partnership and integrated working.

- 2.5.2 The progress and improvement of the Local Safeguarding Children Board (LSCB) is particularly important in view of the challenges that have been identified in Leeds and the focus on the Board within the 2009 Announced Inspection. Since April the new LSCB, chaired by an independent member, has met three times and held a development session for members. Key short term priorities have been agreed as: leadership; communications; performance management and quality assurance; monitoring; governance; and workforce development.
- 2.5.3 Within this list the current top priority for the Board is to develop performance management and quality assurance processes. As such, agreement had been reached on the scope of the quarterly performance reports for the LSCB across a set of performance indicators. The information and data will form part of the performance management framework to be considered by the LSCB in January 2011 for implementation from April 2011.
- 2.5.4 The Safeguarding Board is also overseeing the implementations of a revised training programme to support staff, this will ensure that practice is informed by lessons from Serious Case Reviews.
- 2.5.5 The Chair of the Safeguarding Board is also now a member of the Children's Trust Board, helping to establish clearer accountability in both directions. The Trust Board itself has been reviewing the framework that it uses to monitor performance and will consider new proposals in December to link more effectively with directorate performance monitoring and that of the Safeguarding Board. The Trust Board is also continuing to take an overview of the service redesign work discussed below.
- 2.6 Service Redesign
- 2.6.1 In the update report to the Scrutiny Board in September, members were informed about the overall direction and broad proposals for the next stage of children's services arrangements. Members were informed about the transformation programme and the progress towards:
- Ending the contract with Education Leeds
  - Developing integrated business support, including commissioning
  - Developing integrated service delivery
- 2.6.2 On the basis of the proposals presented to scrutiny in September, a paper was submitted to the Children's Trust Board on 13<sup>th</sup> September outlining more of the detail. That paper was agreed by the Trust Board's members and followed by a period of consultation with a wide variety of stakeholders, this concluded at the end of October to coincide with the publication of the Comprehensive Spending Review. During November the new DCS has been reviewing the feedback and learning from this consultation and drawing up revised proposals for the Transformation Board and key stakeholders.
- 2.6.3 The Transformation Programme has continued to develop proposals across all areas of children's services for future working. This includes the council provision, an

extensive proposal being worked up with headteachers about the new relationship with schools, and commissioning review activity to challenge outcomes and value for money.

- 2.6.4 The September update report also outlined the approach that has informed the development of proposed new leadership arrangements for those aspects of children's services in Leeds that are run by the local authority (including education services). During November outline proposals have been drawn up by the DCS for a new leadership structure and directorate shape. Further detail is being developed on these, and the relevant personnel panel approval will be sought on the detail either late December or early January.

#### *Outline Leadership Arrangements and Responsibilities*

- 2.6.5 The top two tiers of leadership in Children's Services and Education Leeds currently consists of the Director of Children's Services and the Chief Executive of Education Leeds, two Deputy Directors of Children's Services and two Deputy Chief Executives of Education Leeds and two Children's Services Chief Officers, one for Children and Young People's Social Care and one for Early Years and Integrated Youth Support Services. The new proposals that have been developed reflect the intention that from 1<sup>st</sup> April 2011 services currently provided by Education Leeds will return to being the responsibility of the local authority.
- 2.6.6 A outline revised leadership model is shown in the diagram at appendix 2, though more work is being done to develop this further. The new emerging proposals have streamlined the existing structure, but more importantly they put forward a model designed to make the integration of different aspects of children's services easier, clearer and more focused, so that improvements can be delivered and sustained.
- 2.6.7 The proposals recognise the extremely challenging financial context in which an ambitious change programme needs to be implemented. The need for efficiencies have been a central consideration throughout the re-design process, but this has been balanced by the imperative to provide right interventions and support to children and young people at the right time and create a whole system that underpins this. It is anticipated that overall the new model will deliver significant savings at senior officer (JNC) level, although further efficiencies may be identified as the design process continues. Over time it is the ability to better manage the placement and referral process for vulnerable children and young people that offers the greatest potential for achieving sustainable efficiencies. The new model being proposed and developed has been designed to do this through a stronger overall system for supporting and safeguarding children and young people in Leeds.
- 2.6.8 The review of children's services, approved by Executive Board in March 2010 suggested that as a starting point any future leadership structure should reflect both the continuing need to secure and develop support for strong learning and universal services as well as the need to draw together more of the resources that target and support the more vulnerable children. The review proposed that the Director of Children's Services should be supported by a Deputy Director (or equivalent) to provide the professional lead and champion the education and learning functions and a Deputy Director (or equivalent) to provide the professional leadership and champion targeted and specialist services for vulnerable children and young people (e.g. children and young people's social care). The Deputy Director posts proposed will indeed be responsible for the leadership of these two key remits. The information in appendix 3 provides more detail about the responsibilities that will be aligned to these roles.

- 2.6.9 These two Deputy Director remits will rationalise many of the overlapping services that are currently dispersed across different part of the Directorate (including Education Leeds). In addition to the Deputies, the revised structure proposes two Chief Officers, to support the DCS and Deputies. The first of these Chief Officer posts will cover strategy, commissioning and performance and the second will cover business support and change. Again there is more detail about what these roles cover in appendix 3.
- 2.6.10 In recognition of the changes this model will bring about and the importance of making the forthcoming period run as smoothly as possible, both for Council staff and wider partners, it proposed that under the oversight of the Chief Officer for Business Support and Change, additional capacity is identified in the short term to support this transition process. There will be an emphasis on using this capacity to work with schools, the voluntary, community and faith sector and other key partners across the city to help deliver a coordinated and widely-understood approach to putting the new arrangements in place. This additional change capacity would look to draw on existing knowledge and expertise in the city to add to the intelligence, relationship management and implementation skills that will be needed. The details of this proposal are still being drawn up, but it is anticipated that we would look to second one or more experienced Leeds head teacher and suitably senior representation from the VCSF to provide this support, as well as the possibility of drawing on other expertise from across the Council.
- 2.6.11 During December the proposals outlined in appendix 3 are being shared and discussed and further developed across existing services. It is intended that implementation will begin from January 2011 onwards.

#### *Locality Working*

- 2.6.12 The details above and at appendix 3 demonstrate a stronger commitment to ensuring better integrated working. However, we know from previous pilot initiatives and learning, from the feedback received when consulting on a new model and from children, young people and families themselves, that integrated working only realises its potential if it is embedded at a local level – closest to the clients it aims to support. The information at appendix 3 touches on some of the ways we will bring responsibility and resources closer to meeting specific local need, through the key worker model, the development of new multi-disciplinary local capacity and the reconfiguration of social work resources to better serve local need. However, we know we will need to go further to put in place the processes and relationships that empower local services to make the most impact.
- 2.6.13 It is particularly timely to be re-focusing on how we can change the way that children's services are delivered locally, as the Council reviews its wider arrangements for Area Leadership, based on learning from the recent locality pathfinder project. A new Area Leader role for the city (3 in total) and the wider change being taken forward with it (see the 15<sup>th</sup> December Executive Board report for more details) offers opportunities for children's services to adapt its new structure to build stronger links and leadership within local areas. To this effect a number of proposals are being developed that offer such opportunities including:
- ▶ Leadership roles locally (mirroring the Area Leadership geography) for the child protection/children in need and targeted services responsibilities. These will help clearer links to be made in a local area between this work and other roles that shape outcomes for vulnerable children across all services. It will also enable the sharing of information and learning across the city between a network with clearly defined leadership roles. The local targeted service leaders in particular will be

central to shaping and supporting the relationships between different partners who contribute to the new multi-disciplinary preventative teams. They will cut across service, professional discipline and partner boundaries ensuring that a lead professional can be appropriately allocated (and supported) to meet needs. They will work closely with the Area Leader (subject to Executive Board approval) to extend the multi-disciplinary approach into other local services wherever this can make a positive difference. They will act as the local expression of the two Deputy Director roles with a continual focus on using integration to better meet need.

- ▶ A key and defined role for leaders in local settings, such as schools and children's centres to develop a stronger understanding of and relationship with specialist services operating at an area, or city level and taking on increasing responsibility for building the capacity to deliver preventative and extended services to meet additional need.
- ▶ Stronger links with local leaders of partner services including health and the police to support the integrated working aspirations set out above.
- ▶ A partnership role linking a senior leader (from tiers 3 – 4) within the council's children's services structure with a local cluster, in a supporting and two-way information sharing capacity. This would be a limited part of these officers job description, but would help to build knowledge of local issues and links into frontline services across the leadership team, helping the cluster to connect with the local authorities priorities and ambitions. It would also help to deliver consistent communications and provide challenge to the cluster where appropriate. This link role would be part of a wider team offering supporting to clusters in a given area. Elected members could be an important aspect of this supporting role, though this approach needs to be developed further.

2.6.14 The list of proposals above is not a comprehensive picture of all aspects of how we intend to develop children's services at a local level, but rather it is intended to give a flavor for how we will use new leadership roles and responsibilities either at, or linked in at a local level to broaden ownership of the integration agenda and responsibility for getting services to work together to improve outcomes. By asking leaders at a local level to increasingly work across different disciplines to draw on whatever skills are needed and mirroring this in the approach of the senior leadership team we aim to create a service that is much more flexible and therefore more responsive to local need. We will underpin this by developing a clearer accountability framework so that all leaders and services understand their responsibility as part of the wider system to improve outcomes.

2.6.15 We have recognised that developing staff fully into these roles will take time. However, there is a strong base of skilled and experienced colleagues who can help to lead this work and form the basis of the new approach. Building on this, we will ensure that as we put new roles into place we match this with a strong emphasis on workforce development and will be exploring this further as we move into the next phase of developing and implementing our new approach.

2.6.16 Finally, at a local level we are complementing the changes proposed above by reviewing the way we use existing processes, such as the common assessment and intervention panels to ensure these evolve in ways that support the wider system and fits in with changing roles and responsibilities locally.

2.6.17 Overall, this new model signals a significant shift in responsibilities and structure for children's services in Leeds. Whilst the proposals aim to ensure greater efficiency, integration and ultimately improved outcomes for children and young people, the



transition will inevitably be a challenging period. Every effort will be made to keep the workforce, our partners, trade union representatives and elected members appropriately involved and informed as the implementation progresses.

### **3.0 Implications for Council Policy and Governance**

- 3.1 The new vision for children's services in Leeds, to become a Child Friendly City, is a key strand of the Council's revised framework for city wide and Council directorate planning. Once completed, the new Children and Young People's Plan will guide future work and prioritisation relating to children and young people.
- 3.2 The work to re-model children's services builds on the need to address the significant performance challenges identified in children's services. This is a priority for the Council and the city.
- 3.3 The Government's new White Paper on Education points towards potential changes in the relationship between schools and local authorities. The review of children's services looks to take account of this changing direction, continue to make close partnerships with schools central to our approach and have the flexibility to adapt to the new models of schools and potentially school governance that may emerge.

### **4.0 Legal and Resource Implications**

- 4.1 As outlined in this report, it is anticipated that the re-modelling of the children's services leadership and management structures and over, time, the integration of existing services, will deliver significant efficiency savings. At this stage more specific details are not available beyond the information above.
- 4.2 The legal aspects of the winding down of the Education Leeds contract are being handled appropriately by the Council's legal services.
- 4.3 Appropriate Human Resources procedures will be put in place to support the transition to new leadership arrangements in children's services.

### **5.0 Conclusions**

- 5.1 This continues to be an important and challenging period of improvement for children's services in Leeds. The new vision for children and young people in the city, being developed as part of a new children and young people's plan, sets out an ambitious and positive approach to moving forward. The new direction for the leadership of children's services and the remit of these leadership roles signals an exciting opportunity to change our deliver model in Leeds so that services become better integrated, more focused on those with the greatest need and work better as part of a whole system to give children and young people the right support at the right time.

### **Background Documents**

*'Children's Services Improvement Arrangements'* Report to Executive Board 10.03.10  
*'Children's Services Update Report'* Report to Scrutiny Board 20.09.10  
*Government White Paper: The Importance of Teaching* published November 2010

## Leeds - a child friendly city

Children and young people in Leeds:

- are safe from harm;
- do well in learning and have the skills for life;
- choose healthy lifestyles;
- have fun growing up; and
- are active citizens who feel they have voice and influence.

We will major on the following **priorities** to deliver these outcomes:

- help children to live in safe and supportive families
- ensure that the most vulnerable are protected
- encourage activity and healthy eating
- improve support where there are additional health needs
- promote sexual health
- support children to be ready for school
- improve behaviour, attendance and achievement
- increase the levels of young people in employment, education or training
- provide play, leisure, culture and sporting opportunities
- reduce youth crime and anti-social behaviour
- increase participation, voice and influence

*[Further work being done on PIs, targets, owners and main actions in line with the corporate framework]*

### **A cross cutting theme for the city is to minimise the effects of poverty on children and families in Leeds**

The main **approaches** we'll use to achieve our ambitions are:

- Everybody has a part to play – a whole city approach
- Services shaped locally by children and families and delivered through strong schools and communities
- Impacting on outcomes through local results based accountability
- Helping children and families take responsibility through restorative practice approaches (working with children and families rather than doing to or for)
- Applying our shared and unique skills and experience to deliver excellent practice
- Targeting resources and commissioning to impact on our top priorities
- Doing the simple things better
- Seeing the child as the client

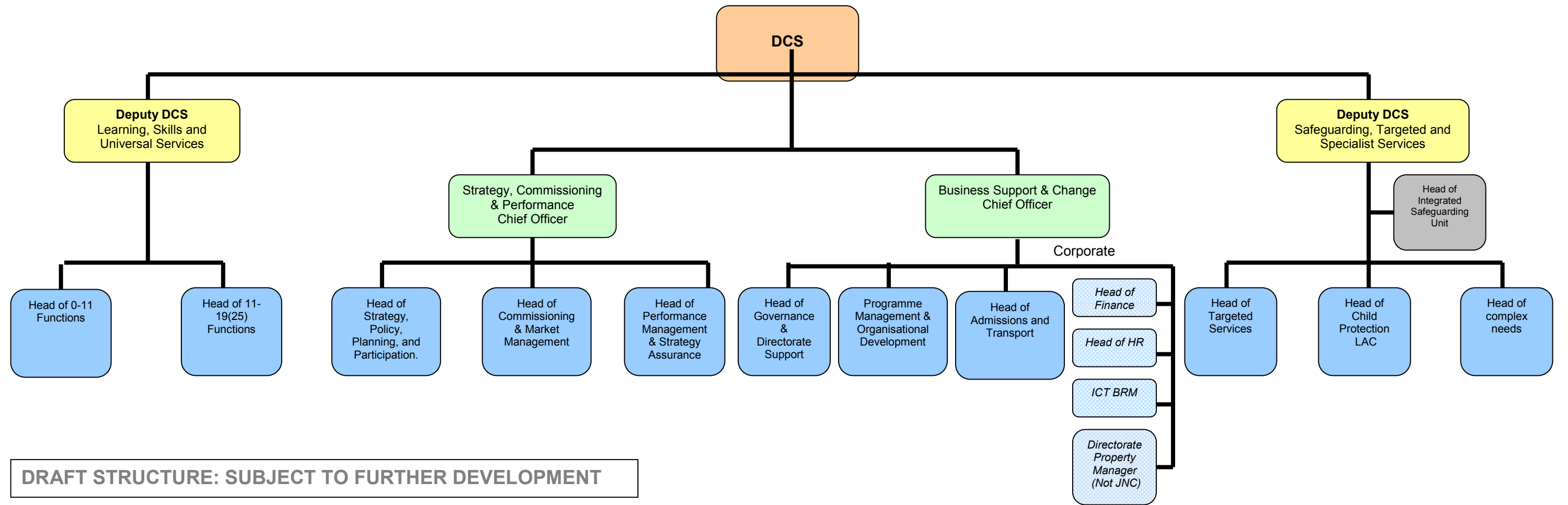
We'll promote these five **values** to influence our behaviours:

- Celebrating diversity
- Engaging citizens locally
- Being open and honest
- Working as a team for Leeds
- Spending money wisely

*[Further work to do on approaches and values to improve coherence of these].*

### **A cross cutting partnership theme is to develop our workforce to deliver our ambitions**

**Children's Services Draft Revised Structure Proposals  
(Top Three Tiers only)**



## Appendix 3

### **Draft Outline Responsibilities for the Proposed Tier 2 Leadership Responsibilities Within Children's Services**

#### **Deputy Directors:**

- 1.0 The Deputy Director for **Learning, Skills and Universal Services** will oversee those universal functions that support different phases of a child/young person's progress. They will: (i) help deliver better integration of the support for children aged 0-11, including children's centres and early year's issues, primary schools and play; (ii) draw together the different support for young people aged 11-19(25) offered to schools and academies and also provided through the Youth Offer and the learning and skills agenda for 14-19(25) year olds. Both those roles will have focus on support and challenge to help to close the gap for children and young people in poverty and in groups that underachieve, including children and young people receiving free school meals and those with behavioural difficulties. It is envisaged that there will be two key leadership roles within this and a number of service managers will provide the leadership support around this remit, focusing on building relationship and providing a strong strategic role as champions for parents, families and vulnerable pupils
- 1.1 In a context of reduced funding and the shifting national policy emphasis, key to this agenda will be fostering an environment where universal settings are supported to be innovative and entrepreneurial, where their autonomy and diversity of governance arrangements are recognised, but don't act as a barrier to effective partnerships. To help achieve this, there will be a greater emphasis on delivering support at a local level with the aim of making sure the universal plays its full role to safeguard and promote the welfare of children, and in turn contribute to challenging referral patterns and the numbers of looked after children. Further details about the proposals for local arrangements are discussed below.
- 2.0 The Deputy Director for **Safeguarding, Targeted and Specialist Services** will draw together the services that work with children and young people identified as being particularly vulnerable and having the most complex need.
- 2.1 The specialist services aspect incorporates those services currently provided by social care and has two key elements: Firstly, a distinct looked after children's function, initially using social care capacity, but over time building on and integrating other relationships. These teams will handle the cases of those children and young people once a decision for them to be taken into care has been made. They will drive a whole system response to improving outcomes for this group and enable a stronger focus on, for example, care planning, and transitions into adulthood. The Council's fostering, adoption and residential teams will also be part of this service; Secondly, re-shaped child protection teams, re-organising social workers into 22 teams across the city with the explicit aim of creating more manageable case loads as part of a more coherent whole safeguarding system. These teams will take referrals from a stronger, multi-agency duty team, which is also part of the child

protection service and they will actively work with other local services and settings to provide professional advice and expertise and in doing so strengthen the relevant skills in the wider system to fulfill their safeguarding responsibilities.

- 2.2 The Targeted Services aspect of this Deputy Director's remit signals a particularly important shift in emphasis. Under these proposals, staff in (what are currently) different parts of the Children's Services Directorate would be brought together locally, to work alongside other colleagues, in schools, for example, or other partners to form a local/multi-disciplinary capacity, serving a local, cluster related area to fulfill an effective wellbeing function. This function will focus on those families where risk factors (like poor attendance, or poor housing) indicate vulnerability and the potential for problems to escalate. Through some 'key worker' model within this function – a single professional linked closely to an individual child or family, but able to draw on a range of expertise and options from the resource around them - they will aim to address issues at an earlier point and prevent the need for social care intervention. The detailed shape and reporting arrangements for these functions (to include council services, partners and commissioned services) are being worked on at the moment. It is expected that in the short term at least, the Youth Offending Service will be part of the targeted services remit, but retain a distinct function.
- 2.3 Also importantly, within this Deputy Director's remit will be services for children and young people with the most complex needs, i.e. long-term SEN/disability and health issues and their families. This will also be more integrated over time to be an integrated team providing a single point of contact, a key worker and a unified referral, assessment and planning process. Again the details are still under development, but it is anticipated that part of this service will be organised into 3 teams across the city building on existing arrangements, whilst some of the most specialized aspects will remain at a city-wide level.
- 2.4 Finally, under this Deputy Director will be the new Integrated Safeguarding Unit. This Unit will pool together different safeguarding specialists currently dispersed across different part of children's services to provide a consistent, single point of contact on safeguarding children for **all** council services, as well as fulfilling/managing many of the safeguarding requirements set out in recent legislation and guidance.
- 2.5 To oversee this significant remit it is anticipated that the Deputy Director for Safeguarding, Specialist and Targeted Services will be supported by three heads of service, plus a head of the Safeguarding Unit. The management arrangements reaching down into the locality teams within the model will also be critical and these proposals are being drawn up at the current time.

### **Chief Officers:**

- 3.0 The first of the two Chief Officer posts will cover **strategy, commissioning and performance**. The commissioning remit of the role will manage commissioning processes and business and market development across children's services. It will also incorporate the managing of contracts and procurement. Effective coordination of these activities across the Directorate, and linking to the broader council and partner arrangements will be particularly important in the context of responding to

ongoing budget pressures and funding reductions. The strategy aspect will include capital planning, work to ensure the sufficiency of school places – a key issue for the coming years – and a focus on supporting young people’s participation, which will be central to taking forward the child friendly city agenda. The performance aspect will cover the management of performance and risk information, work relating to external inspections and the quality assurance and auditing work necessary to support, monitor and maintain improvement across frontline services. Again, provisional proposals suggest that three Heads of Service and a number of service management roles will provide the leadership support to this function.

- 4.0 The Chief Officer for **Business Support and Change** will oversee the remaining key business functions required by the Directorate. This will include management of school admissions and transport administration. It also incorporates complaints and customer relations, information knowledge management and the project, political and administrative support required within a large Directorate. This Chief Officer will also have the key links with the relevant senior officers from corporate functions including human resources, finance, ICT and property management.