



Haringey
54,000



Improving outcomes for
Haringey's children, young
people and families

+ Our vision

Our vision is that Haringey will be known to be a place where children and young people thrive and achieve. We have high aspirations for our residents and want to be known for the richness of our environment for family life. Our ambition is for our families to:

- live in a safe and suitable home;
- keep themselves and their children physically, mentally and socially healthy;
- to be able to support themselves financially;
- access early years and school places and engage their children in learning so that they achieve high standards;
- engage with the local community, enjoying leisure activities that are enriching and fun and contribute to their sense of pride and belonging;
- be free from involvement in crime or exploitation – either as perpetrators or victims;
- have access to excellent social care support if they need it.

+ Based on this vision, Childrens' Services priorities for the next five years are:

Improve outcomes for children, young people and families in Haringey, with an Early Help focus on enabling five priority outcomes:

THRIVING FAMILIES

RAISED
EDUCATIONAL
ATTAINMENT

CHILDREN AND
YOUNG PEOPLE
ARE SAFE FROM
THE RISK OF HARM

EVERY CHILD HAS
A HEALTHY START
IN LIFE

EFFECTIVE AND
QUALITY SERVICES

+ The case for transformation

A risk averse culture means that too many children are being looked after, or on child protection plans, increasing cost, producing sub-optimal outcomes and reducing the investment available for Early Help (80% of budget spent on high-cost specialist services, compared to 50-60% for statistical neighbors).

Social care practice needs to improve in line with best practice.

Leadership and management capacity require strengthening.

Improve partnership working, to increase ability and ownership of changing the way things are done in order to achieve better outcomes.

Affordability issues in maintaining current model (21.7% projected increase in population of 0-19 y/o, increasing trends over both additional and complex needs groups over the next 10 years, further reductions on public spend)

+ Core design principles

- Delivering the best possible outcomes for children, young people and families is the main driver for commissioning services. Early help and prevention achieve much better outcomes, for lower cost, than acute services.
- Public services do not bring up children, parents do - we will better support parents and families by enabling an extensive Self-help and Early Help offer across the partnership.
- Services need to be shaped by – and be responsive to – children, young people and families. They will not be designed around professional boundaries.
- Service designs will be evidence-based and seek to integrate or co-locate with partners wherever feasible.
- A unified outcomes-based commissioning framework and a continuous improvement planning cycle become the ‘engine room’ of the new model.

+ Haringey 54,000 therefore aims to:

- Design and deliver a new operating model for the key parts of the system – including children’s services and its interactions with key partners.
- Remodel our workforce in line with the new operating model, ensuring the staff have the right skills and capabilities, sit within the right organisational structures.
- Substantially increase leadership and management capacity.
- Deliver the culture change that is essential for the success of the model.
- Deliver a new investment and budget framework to support the new operating model and emerging partnership arrangements.
- Remodel core systems and processes in line with the new operating model.
- Substantially improve on owning and sharing risk across the partnership.

+ What are we doing now

As part of the work to prepare for the new model, we are:

- ◆ building the 'engine room': improving quality assurance and performance management, designing our commissioning framework, developing data analysis capacity;
- ◆ moving the 'front-door': implementing Munroe recommendations, moving to a single assessment, reviewing models for reducing social care caseloads;
- ◆ implementing 'Outstanding for all' immediate improvements: commissioning voluntary organisations, improving Governor services, improving services to schools;
- ◆ investing upfront in building leadership capacity, as well as, developing plans to manage risks and maintain workforce continuity.

+ Our thinking on the new operating model

As part of the work to develop a business case, we are exploring:

- ◆ the use of an area-based model for delivering services and developing partnerships
- ◆ implications for all services, whether provided internally to externally, to be commissioned and reviewed using the same performance and quality standards framework
- ◆ the development, with partners, of integrated assessment of need and assured continuum of response
- ◆ the use of Team Around the Family approach in order to meet additional needs of children, young people and families
- ◆ options to maximise traded services
- ◆ implications of commissioning new arrangements, including Team Around the Family, 'instead of' not 'as well as' existing provision

+ Outline timetable

■ Phase 2: Getting ready to transform (Feb 2013 – Oct 2013)

- March 2013 - H54k Design Authority sessions begin
- May 2013 - Immediate improvement projects signed-off
- May 2013 - H54k core principles CAB discussion
- May 2013 – ‘Engine room’ project launch (commissioning framework, quality assurance, performance management, customer insight)
- June 2013 – Baseline work on finance, workforce, performance and need data
- June 2013 - Barebones financial cost/benefit model
- Jun 2013 - Leadership & management capacity project underway
- Jul 2013 - Change readiness assessment
- Jul 2013 - High-level service designs develop in more detail
- Jul 2013 - Scenarios developed on the financial & workforce models
- Aug 2013 - Performance management improvement component approved
- Sep 2013 - Change impact analysis completed
- Sep 2013 - Specification for Strategic Partner(s) signed-off
- Oct 2013 - BC to Cabinet for key decision

+ Outline timetable

- **Phase 3: Launch & Mobilisation (Oct 2013 – Jan 2014)**
 - Oct 2013 - Procure implementation partner(s)
 - Nov 2013 - Commission enabling projects
 - Management transition
 - Transition high-risk services
 - Commission IT improvements
 - Decommission services with confirmed funding cessation
 - Dec 2013 - Complete testing on service designs & update financial and workforce models
 - Jan 2014 - Organisational transition plans approved

+ Outline timetable

- **Phase 4: Implementation (Feb 2014 – Mar 2015)**
 - Implement new organisational model and progress workforce changes
 - Identification of skills, job groups and selection process
 - Creation of integrated teams
 - Commission offer for 2015/16
 - Transition from existing to new operating model through assessment/assimilation process for all levels and grades

- **Phase 5: Embed change (Apr 2015 – Mar 2016)**
 - Run annual continuous improvement cycle
 - Commission offer for 2016/17
 - Tweak operating model