

1CYPS Savings £1.958m

In order to deliver significant savings whilst minimising the impact on services, the Director of Children's Services Management Team (DCSMT) took a fresh look at the services provided across the Directorate and considered how to adjust the services it is responsible for mindful to build on the good work already done. The objectives were to reduce the demand on statutory services through refocussing our investment in prevention thereby building resilience; and to simplify and unify services avoiding duplication where possible. The first step was to establish a clear set of 1CYPS principles.

1CYPS principles

There is a lean core service that governs all standards and methods of work.

Money is focussed on where it has most impact.

Only the best are employed and retained.

Community settings undertake most work.

Community empowered to address abuse, neglect, social need and prevent escalation to statutory services and dependency.

All work is family work or is otherwise clearly defined (e.g. youth work, education, adolescent transition to adulthood).

Focus is on preventing people's needs escalating and/or helping people receive/exit statutory services rapidly.

Experience and knowledge is maintained and developed in the workforce.

Outcomes are explicit for families and practitioners

These principles have been applied in challenging services across the directorate including those commissioned from the VCS. We have also looked at ensuring that YJB grant money received is targeted on funding services which have a direct impact on outcomes for young people where previously it contributed more widely to budgets across the directorate.

Table one gives a breakdown of how the £1.958m 1CYPS was achieved. **It should be noted that these savings are already being delivered. They are being achieved by service redesign with the main focus being improvements to service delivery. As a result before and after structures are not directly comparable although examples are given of how revised structures deliver savings.**

Table one: 1CYPS Savings

	£m
<p><u>Young Hackney Staffing savings</u></p> <p>Redesign of YH structures. This followed an audit of the activity of YH staff which identified that there was significant scope for reducing the time spent by staff in meetings and on administrative tasks to both release savings and increase the proportion of time staff spent engaged with young people. The savings were achieved by reducing middle-management roles and replacing higher graded Young Hackney practitioner posts, with youth support and development workers, which were evaluated at a lower grade, but had an increased focus on running activities and maximising time spent with young people. The administrative burden has also been reduced by focussing on reporting key outcomes and contacts which has supported a reduction in business support staff.</p>	0.913
<p><u>Youth Justice and Re-alignment of Youth Justice Board good practice grant</u></p> <p>Savings have been achieved by reduction in middle-management in the Youth Justice Service which is now managed alongside safeguarding and by utilising the YJB good practice grant to fund one of the gangs units within Community Safety, Custody Triage managed within Young Hackney and targeted youth support work also in Young Hackney. Previously the YJB grant was used widely across the directorate with proportions of a wide range of posts (which were already core funded) allocated to it.</p>	0.566
<p><u>Connecting Young Hackney</u></p> <p>The Connecting Young Hackney Framework by which we commission our universal youth provision continues until 2017, and enables the evaluation of need and award of contracts on an annual basis. In line with our overarching methodology for CYPS we have reviewed both Council and commissioned youth provision to identify savings whilst ensuring the greatest impact for the greatest number of children and young people. In reviewing the contracts of commissioned providers and assessing value for money, the service evaluated the reported outputs, outcomes, qualitative assessments and cost per head of providers. This comparative exercise identified the impact of the current contracts, and highlighted inconsistencies in outputs and outcomes relative to the value of the contracts. Prior to implementing the new contracts the Head of Policy was consulted along with the Chief Executive of Hackney CVS on potential impact of the savings identified. Once the potential savings were identified discussions were held with all organisations to outline the methodology and proposed contracts from April 2015.</p>	0.230

<p><u>Implementation of First Access Screening Team (FAST)</u> FAST is a single referral and screening service that joins data intelligence and partnership interface within the Triage Service with the First Response Team and provides a streamlined and coherent referral mechanism for children and an opportunity to reach children, young people and families. The saving has been achieved through the reduction in management and administration which was possible from bringing the two services together.</p>	0.090
<p><u>Family support</u> The new family support service implements a model in which families in need of family support interventions can, where appropriate, receive both statutory and non-statutory services thereby ensuring increased consistency and accountability and minimising transitions. The new model has reduced management roles.</p>	0.096
<p><u>Further implementation of Practice Development Manager role</u> The CSC structure has evolved to offer opportunities for professional development and now includes larger units under Practice Development Managers (PDM). PDMs and Consultant Social Workers (CSW) lead units which contain a mix of social workers, qualified children's practitioners (who are newly qualified social workers) and unit co-ordinators. A PDM is a more senior role with capacity to hold more cases. The role creates an opportunity for our CSWs to progress when ready and as this progression occurs savings are released. However, recruitment and retention at this role needs to be closely monitored to ensure the saving is sustainable. In addition, the structure provides the framework for QCPs to develop professionally and when ready become social workers. All units are supported by the clinical service.</p>	0.063
<p>Total</p>	1.958

Impact

Savings delivered from within the Young Hackney budget have primarily been achieved through a reduction in management and staff costs whilst preserving front line delivery for children and young people. The new model places an emphasis on focused management and administration with staff work patterns which reflect the times young people are available; primarily after school, evenings and weekends.

Whilst management posts have been reduced the number of part time youth work staff has been increased to ensure service capacity to deliver open access youth, sport and participation programmes.

Young Hackney delivery will be driven through two Hubs; Forest Road and the Edge, and each will provide outreach and support two part time youth clubs at the Guinness Trust

Estate in the North of the borough and Fellows Court Estate in the South. This is in addition to the commissioned hubs at Hoxton Hall, Concorde and Stoke Newington.

It would be premature to try and model the total impact of the 1CYPS redesign on the Young Hackney Service this early in the year. The data for service delivery is however continuing to show an increase in take up through our directly delivered hub and estate based provision.

For example in Q1 2015/16, Forest Road, The Edge and our Youth Sports Team all exceeded the number of participants and attendances as compared to Q1 2014/15. This trend has continued since the hubs were first opened, in Q1 Forest Road had 4,800 attendances with the Edge and the Sports Team close behind at 4,000 and over 3,500 each. Arguably the changes have yet to take full effect but certainly the commitment of staff has remained high throughout the process of the 1CYPS redesign.

We are clear that the majority of our VCS providers have committed to try to meet the needs of the same numbers of young people despite the reduction in contract values. It is emphasised that reductions were achieved by establishing the impact of the current contracts, and highlighting inconsistencies in outputs and outcomes relative to the value of the contracts.