

Appendix 3.1

Additional detail for Option 2

Option 2 – Full Transformation Model – Identifies a full range of next step changes for all service structures, partnerships, processes and gaps

Key Characteristics

1) Young People Services Evolve Teams

- a) Restructure existing Level 2 and 3 lead work teams into 4 geographically aligned area teams with focus on 11 to 16 age group
- b) Managers and posts to have more direct alignment to specific schools and to Child and Family Area Teams
- c) Refocus the Targeted and Specialist Team Resource
- d) Introduce practice lead roles into the structure

Additional details:

- Alignment of managers to schools will provide regular consultations on all concerns in the school, not just on those being referred. This will build on best practice being developed in primary schools via the Team Around the Family approach.
- Each Secondary has slightly different structures and the alignment of specific managers and staff to schools will enable approaches to be tailored to best fit which the needs of each comprehensive.
- Alignment of area managers with Social Service area managers, introduction of practice leads and a multiagency meeting structure, will enable the development of relationships and processes to support step up and step down processes and the identification of stuck cases.
- The introduction of practice leads will enable closer links with practice leads in social service area teams to enable best practice to be shared across areas and build on leadership capacity for the future.
- Refocussing the age group into pre and post teams will allow staff to become specialist in their areas which in keeping with recent research on working with adolescents and feedback from staff. It will also increase the capacity available to schools and social services for brokerage.
- Increasing the capacity in the pre16 age group will enable earlier intervention enabling lead work support to be brokered in before the key transition from primary schools. This will facilitate improved transitions for schools and for Early Intervention Services such as Team Around the Family.

2) Western Bay Youth Justice & Early Intervention Service

- a) Restructure into regional area leads with the commitment to evaluate the impact of changes and if required, explore alternative management arrangements to support further local integration
- b) Increased partnership work across prevention elements including formalising arrangements in the areas of adolescent parenting, domestic abuse, behaviour management, restorative practice, speech and language and Education Training & Employment (ETE) related roles

Additional details:

- A commitment for a minimum of bi-weekly management attendance at the brokerage meeting, building on existing good practice.
- When WBYJ&EIS criteria is met then support can be brokered in for:
 - Advanced Case Management/Adverse Childhood Experience
 - Trauma Recovery
 - Conflict Resolution & Restorative Approaches
 - Complimentary ETE
 - Adolescent Parenting
 - Speech and Language
 - Issue Based Group Work
- A commitment for the Prevention Manager to attend a joint monthly management meeting with YPS managers
- A commitment to co-lead and develop a conference to take place in Swansea
- All YPS and WBYJ&EIS physical resources to be made available to each other's services including building and meeting spaces.
- A commitment to a monthly ETE Focused meeting to improve the co-ordination of ETE Opportunities
- Joint meetings with the Domestic Abuse Hub and the co-production of young people focussed group work with Hub staff
- Lead the development of restorative practice across services including workforce development and requests for specific support
- Co-production of Adolescent parenting group work with YPS staff when clients meet criteria for WBYJ&EIS

3) Refocus the commissioned work with Ethnic Minority Groups and recommission Young Carers incorporating requirements for a joint brokerage route (including a formalised step up and step down processes with Child and Family) and workforce development.

Additional Details:

Ethnic Minority Groups – EYST

- All school referrals would come into single brokerage process.
- Invite for management representation on weekly brokerage – appropriate referrals sent through to EYST
- Any co-working arrangements identified at brokerage point

Young Carers

- Young Carers status added to the Vulnerability Assessment Profile and given a weighed score
- Education Welfare Officers to be responsible for updating school records
- All support requests to come via the single brokerage process – appropriate referrals sent through to commissioned organisation
- Invite for management representation on weekly brokerage – appropriate referrals sent through
- Any co-working arrangements identified at brokerage point

4) Gap analysis met by:

a) Establish a new post focussing specifically on the 'Parenting of Adolescents'.

- Develop specialist knowledge on working with parents of adolescents
- Develop, deliver and advise on the wider workforce development of adolescent parenting strategies
- Co-produce group work with practitioners and other Adolescent Parenting working such as in WBYJ&EIS
- Carry out specific 1 to 1 sessions when required by lead workers
- Develop group work with schools for short low level group sessions for parents

Additional Details:

b) Establish a new joint post between Young People Services and Child and Family focussing on step and down thresholds, co-working arrangements and the management of Children in Need of Care and Support (CINCS).

- The post will be a senior social work post and only be for 12 months to ensure processes are developed and monitored effectively
- The post will review existing Children in Need of Care and Support cases and establish the suitability of the cases being stepped down into prevention services
- The post will oversee and develop step up/step down processes and best practice guidance.
- The post will develop best practice sessions for staff and managers
- The post will work closely with the performance team to track the progress made on processes and the contribution made to overall performance figures
- The post will monitor the threshold levels in different area teams to ensure consistency and uniformity
- The post will develop guidance on any co-working arrangements between statutory workers and lead workers establishing what categories of cases can be stepped down or co-worked ie. Special guardianship orders, out of county placements.

Additional Details:

c) Establish a 2 way brokerage pathway between CAMHS and lead work provision enabling more effective joined up working between the services, including long arm consultation support from CAMHS

Additional Details:

- Principles for co-working and long arm support arrangements will be finalised in service level agreement but will include:
- CAMHS primary and secondary tier services will provide one 3.5 hour consultation session per month for cases under lead work supervision.

The level and frequency of sessions may be adjusted depending on demand and evaluation of the sessions. All lead workers YPS, WBYJ&EIS, EYST, YMCA, EOTAS will have access to this consultation point.

- Any consultations or cases requiring a brokerage request (referral) for a full assessment by CAMHS can be made via the consultation route (pending senior management sign off)
- The CAMHS teams will have access to the lead work brokerage process – all brokerage requests in must be accompanied by staff member attending the weekly brokerage meeting and have a completed assessment or support plan.
- CAMHS may attend weekly or as and when required but the total number of brokerage requests per week will be capped at a maximum of 8 per week. Criteria for brokerage requests will be developed and agreed by June.
- All referrals must include an engagement plan, which should include an invite for allocated staff to relevant parts of appointments with clients to share or handover planning.
- Processes will be reviewed by identified leads on a quarterly basis.
- Demand is currently a significant issue within the CAMHS Service although a change process is currently underway. The agreed co-working arrangement is targeting an operational start date of June, but this does carry an element of risk due to recruitment processes.
- Future joint funding opportunities should be explored with a view to alleviating issues in relation to demand.

d) Greater alignment of substance misuse workers from the Choices service to service areas

Additional Details:

- Named individual staff members to be aligned to YPS, Ethnic Minorities, Young Carers, EOTAS based on the best practice model developed with Western Bay Youth Justice & Early Intervention Service

5) Brokerage system

a) All lead work provision to come under one joint brokerage process with direct links into the early intervention services brokerage process

Additional Details:

- Service level agreements between 2 age based panels ensuring synergy of movement across services. This will allow all Early Intervention Services to broker support for co-working or accessing the most appropriate service.
- Co-terminus arrangements of representations that cover cases across panels and ensure the sharing of best practice
- Co-working between services on all panels developed and confirmed as part of service level agreement

-Young people's panel will occur weekly and will process brokerage requests (referrals) from schools, social services and other panels.

6) Workforce Development

a) The development of a joint annual workforce plan with all in scope service areas and Child and Family and Early Intervention Services

Additional Details:

- Joint training where relevant across Early Intervention and Adolescent focussed services (Prevention Teams) and in keeping with the upcoming Behaviour and Wellbeing Strategy for schools, training for all appropriate schools based staff.
- All lead workers to have access to recommended and standardised lead work induction and training programme – not dependent on service location.
- CAMHS will advise and broker approved professional development for emotional and mental well being appropriate to the level of role
- Choices will advise and broker approved professional development for substance misuse and harm prevention appropriate to the level of the role.
- The Adolescent Parenting Specialist will advise, develop and broker professional development for parenting approaches and strategies appropriate to the level of the role/
- The CINCS co-ordinator post will develop and deliver bespoke guidance and training on step up and step down practice appropriate to the level of the role.

7) Performance Reporting

a) Joint monthly performance report with agreed feedback loop

Additional Details:

- YPS Management Data Access for PARIS
- YPS Management Data Access for Childview
- WBYJ&EIS Data Access for Cognisoft
- Service level agreement to be developed for joint single monthly reporting
- Monthly report to feed into single Prevention Monthly Report

Option 3 – Graduated Transformation Model – Combines elements of transformation for key areas whilst enabling other aspects further time to embed practice and processes, before identifying further changes.

1) Young People Services Evolve

- a) Restructure existing Level 2 and 3 lead work teams into 4 geographically aligned area teams with focus on 11 – 16 age group
 - b) Managers and posts to have more direct alignment to specific schools and to Child and Family Area Teams
 - c) Refocus the Targeted and Specialist Team Resource
- Additional Details: Alignment of managers to schools will provide regular consultations on all concerns in the school, not just on those being referred. This will build on best practice being developed in primary schools via the Team Around the Family approach.
 - Each Secondary has slightly different structures and the alignment of specific managers and staff to schools will enable approaches to be tailored to best fit which the needs of each comprehensive.
 - Alignment of area managers with Social Service area managers will enable the development of relationships and processes to support step up and step down processes and identification of stuck cases.
 - Refocussing the age group will allow staff to be more specialist in their approach in keeping with recent research on working with adolescents and feedback from staff. It will also increase the capacity available to schools and social services for brokerage.
 - Increasing the capacity in the age group will allow for young people to be worked with at a younger age, enabling support to be brokered in before the key transition from primaries. This will support better transitions for schools and for Early Intervention Services such as Team Around the Family.

2) Western Bay Youth Justice & Early Intervention Service

- a) Restructure into regional area lead structure
- b) Increased partnership work across prevention elements including formalising arrangements in the areas of adolescent parenting, domestic abuse, behaviour management, restorative practice, speech and language and Education Training & Employment (ETE) related roles

Additional Details:

- A commitment for a minimum of bi-weekly management attendance at the brokerage meeting, building on existing good practice.
- When WBYJ&EIS criteria is met then support can be brokered in for:
 - Trauma Recovery
 - Conflict Resolution & Restorative Approaches
 - Complimentary ETE
 - Adolescent Parenting
 - Speech and Language
 - Issue Based Group Work

- A commitment for the Prevention Manager to attend a joint monthly management meeting with YPS managers
- A commitment to co-lead and develop a conference to take place in Swansea
- All YPS and WBYJ&EIS physical resources to be made available to each other's services including building and meeting spaces.
- A commitment to a monthly ETE Focused meeting to improve the co-ordination of ETE Opportunities
- Joint meetings with the Domestic Abuse Hub and the co-production of young people focussed group work with Hub staff
- Lead the development of restorative practice across services including workforce development and requests for specific support
- Co-production of Adolescent parenting group work with YPS staff when clients meet criteria for WBYJ&EIS

3) Recommission work with Ethnic Minority Groups and Young Carers and establish a joint brokerage route, including a formalised step up and step down processes with Child and Family.

Additional Details:

Ethnic Minority Groups – EYST

- All school referrals would come into single brokerage process.
- Invite for management representation on weekly brokerage – appropriate referrals sent through to EYST
- Any co-working arrangements identified at brokerage point

Young Carers

- Young Carers status added to the Vulnerability Assessment Profile and given a weighed score
- Education Welfare Officers to be responsible for updating school records
- All support requests to come via the single brokerage process – appropriate referrals sent through to commissioned organisation
- Any co-working arrangements identified at brokerage point

4) Gap analysis met by:

a) Establish a new post focussing specifically on Adolescent Parenting

- Develop specialist knowledge on working with parents of adolescents
- Develop, deliver and advise on the wider workforce development of adolescent parenting strategies
- Co-produce group work with practitioners and other Adolescent Parenting working such as in WBYJ&EIS
- Carry out specific 1 to 1 sessions when required by lead workers
- Develop group work with schools for short low level group sessions for parents

b) Establish a brokerage pathway with CAMHS enabling CAMHS to broker lead work support, but continuing all brokerage of CAMHS support via the GP and clinical routes only

Additional Details:

- The CAMHS teams will have access to the lead work brokerage process – all requests for brokerage must be accompanied by staff member attending the weekly brokerage meeting and have a completed assessment or support plan.
- CAMHS may attend weekly or as and when required but the total number of brokerage requests per week will be capped at a maximum of 8 per week. Criteria for the brokerage arrangements will be developed and agreed by June.
- All referrals must include an engagement plan, which should include an invite for allocated staff to relevant parts of appointments with clients to share or handover planning.

5) Brokerage system

a) All lead work provision to come under one joint brokerage process

Additional Details:

- Service level agreements between 2 age based panels ensuring synergy of movement across all three dependent on needs. This will allow all Early Intervention Services to broker support for either co-working or to move cases over to most appropriate service area.
- Co-terminus arrangements of representations that cover cases across panels and ensure the sharing of best practice
- Co-working between services on all panels developed and confirmed as part of service level agreement
- Young people's panel will occur weekly and will process brokerage requests (referrals) from schools, social services and other panels.
- These can be referred to lead work provision from YPS Evolve.

6) Workforce Development

a) The development of a joint annual workforce development programme with all in scope services

Additional Details:

- Joint training where relevant across Early Intervention and Adolescent focussed services (Prevention Teams) and in keeping with the upcoming Behaviour and Wellbeing Strategy for schools, training for all appropriate schools based staff.
- All lead workers to have access to recommended and standardised lead work induction and training programme – not dependent on service location.

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- CAMHS will advise and broker approved professional development for emotional and mental well being appropriate to the level of role
 - Choices will advise and broker approved professional development for substance misuse and harm prevention appropriate to the level of the role.
 - The Adolescent Parenting Specialist will advise, develop and broker professional development for parenting approaches and strategies appropriate to the level of the role/
 - The CINCS co-ordinator post will develop and deliver bespoke guidance and training on step up and step down practice appropriate to the level of the role.