

# PERTH AND KINROSS COUNCIL

## Lifelong Learning Committee

4 September 2019

### SECOND ANNUAL UPDATE ON THE IMPLEMENTATION OF REACH

Report by Executive Director (Education and Children's Services)  
(Report No. 19/242)

#### PURPOSE OF REPORT

This report provides Lifelong Learning Committee with an update on the progress of the REACH project, following the successful implementation of the new model in January 2019. Initial evaluation is also provided on the positive impact REACH has had on the lives of young people and their families in Perth and Kinross who are considered to be "on the edge of care".

#### 1. BACKGROUND

- 1.1 The implementation of REACH in Perth and Kinross originated from the Transformation Project on the Review and Remodelling of Residential Care. An initial report to Council in August 2017 ([Report No. 17/262 refers](#)) provided approval and funding to implement this innovative service. Thereafter, an implementation plan was approved at Lifelong Learning Committee in November 2017 (Report No. 17/358, private update) with a requirement to provide annual reports until 2021. The first update report on progress was presented to Lifelong Learning Committee in August 2018 ([Report No. 18/245 refers](#)).
- 1.2 REACH has been created to provide a 'one stop', multi-disciplinary response to the needs of young people aged 12-18 years and their families across Perth and Kinross. The primary focus for REACH is to offer intensive and flexible support and help improve outcomes for young people who are looked after or who are at risk of becoming accommodated and are therefore "on the edge of care".
- 1.3 REACH provides individualised support and employs the skills of a dedicated multi-disciplinary team to help young people to remain in their families, schools and communities and prevent the need to move to alternative residential care. The long term aim is to enable young people to flourish within their family and community, and, to become healthy, resilient and resourceful adults.
- 1.4 The implementation of REACH is one of a number of interventions which is helping to reduce the reliance on external residential care placements. The aim for REACH is that by the end of 2022, the only children and young people

who will require to be supported in residential care will be those for whom this is assessed as being the only way of meeting their needs.

- 1.5 In meeting this aim, the reduction in residential care costs is projected to provide the financial resources required to sustain REACH beyond the end of the project period and from 2021/22.

## **2. PROGRESS TO DATE**

- 2.1 The REACH implementation plan was divided across four work streams, all of which were supported by a communications plan. A project team was tasked with delivering the implementation on behalf of the REACH Project Board, which regularly monitored progress against the implementation plan.
- 2.2 A “transition year” ran from the closure of the existing residential provision, in November 2017 to the full “Go Live” date of REACH in January 2019.
- 2.3 During this time a new working model was established which encapsulated the vision and created a team identity (appendix 1). This was followed by careful recruitment and job matching into the new structure, refurbishment of the REACH premises and the design and testing of new operational processes and practices for working with young people and families. A comprehensive staff training programme was designed to support this new approach.
- 2.4 REACH was successfully introduced in January 2019 and the team has been working with young people throughout the transition year. The team reached full staff complement and were able to move into their permanent premises on 9 January 2019, thus completing the implementation phase (appendix 2).
- 2.5 The appointment of the full staff complement has facilitated the development and implementation of a 24 hour a day and 7 days a week service. This working model enables REACH to support families when they are most in need of support.
- 2.6 A formal launch took place on 25 April 2019 at the newly refurbished REACH premises at Almondbank House.
- 2.7 The REACH implementation project was audited in November and December 2018 by Internal Audit as part of the 2018/19 Audit Plan. The final report was presented to the Audit Committee on 30 January 2019 ([Report No. 19/27 refers](#)). The audit reported the strength of internal controls as “Strong” and auditors were satisfied that the project has been delivered in line with the implementation plan.
- 2.8 A lessons learned exercise has been completed, subsequently, to inform the development of future transformational change projects. The benefits realisation plan has been taken forward as part of the wider evaluation of REACH over the coming years.

### 3. PROJECT IMPACT AND MEASURING SUCCESS

- 3.1 From 1 April 2018 to 31 March 2019 REACH has supported 50 young people, 17 of whom were already looked after.
- 3.2 The contribution of the REACH team in avoiding the need for young people to become accommodated in external residential placements is already evident. There has been a reduction in the number of residential placements from 27 in July 2017 to 11 in July 2019. The number of placements reduced by 50% between August 2017 and August 2018 due to a concerted effort to return young people to community placements and improved monitoring of decision-making for young people. The establishment of REACH has ensured a more intensive approach to avoid the need for young people to become accommodated and has been instrumental in keeping young people out of care. Details of the numbers of children and young people accommodated in residential placements are over the last two years are contained in Table 1 below.



Table 1 Number of external residential placements August 2017 to June 2018

- 3.3 A comprehensive evaluation plan has been created with an emphasis on outcomes. This ensures that not only is the activity of REACH captured but also provides evidence of the impact on the young person, their family and other partners. In line with the evaluation plan, data is being regularly analysed. REACH also has several performance indicators included in the Services for Children, Young People and Families Service Plan. Over the next year the planned work to evaluate the impact of the work of REACH on young people and their families will result in more qualitative information within future update reports.
- 3.4 The success of REACH has been monitored regularly by the REACH Project Board which met monthly over the implementation period. The Board will now meet quarterly for the duration of the project and until 2022.
- ### 4. CAPITAL COSTS
- 4.1 The renovation works to The Cottages at Almondbank House were completed in December 2018. The building work was completed on time and on budget and the REACH Team were relocated to the building on 9 January 2019.

## 5. FINANCE

- 5.1 The REACH Team is funded from existing Education and Children's Services budgets which were transferred from the Community Support Team and the Integrated Services for Young People Team. These budgets did not cover the total running costs for the team and therefore an earmarked reserve of £1,700,000 was agreed at Full Council ([Report No.17/262 refers](#)). This was created via budget management measures within Education and Children's Services (£700,000), an allocation from Council Reserves (£500,000) and from Transformation and Organisational Reserves (£500,000) to cover the transitional costs.
- 5.2 The budget for the REACH Team in financial year 2018/19 has ensured that funds have been available to establish and implement the service.
- 5.3 The Project Board meet quarterly to scrutinise progress and receive regular budget monitoring reports for both the REACH Team and the Residential Schools Budgets. The Board is satisfied that REACH is currently on target to meet anticipated financial expectations.

## 6. PROPOSALS

- 6.1 The REACH project is committed to continuous improvement. REACH will seek feedback from the young people and families it has supported and from partners in the desire to improve outcomes. REACH has already received positive feedback from a range of stakeholders including young people and their parents/carers (Appendices 3 and 4). This feedback will be incorporated into the Team Improvement Plan and will allow reflection on all aspects of work of the multi-disciplinary team.

## 7. RECOMMENDATIONS

- 7.1 It is recommended that the Committee:
- (i) Notes the progress of the REACH project and completion of the implementation phase;
  - (ii) Notes the approach to evaluation and the initial evidence of the impact of REACH; and
  - (iii) Requests the Executive Director, Education and Children's Services to provide a third progress update on REACH by September 2020.

### Author(s)

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**Approved**

<b>Name</b>	<b>Designation</b>	<b>Date</b>
<b>Sheena Devlin</b>	<b>Executive Director (Education and Children's Services)</b>	<b>21 August 2019</b>

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## 1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

<b>Strategic Implications</b>	<b>Yes / None</b>
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
<b>Resource Implications</b>	
Financial	Yes
Workforce	No
Asset Management (land, property, IST)	No
<b>Assessments</b>	
Equality Impact Assessment	No
Strategic Environmental Assessment	No
Sustainability (community, economic, environmental)	No
Legal and Governance	No
Risk	No
<b>Consultation</b>	
Internal	Yes
External	Yes
<b>Communication</b>	
Communications Plan	Yes

### 1. Strategic Implications

#### Community Plan / Single Outcome Agreement

1.1 The Perth and Kinross Community Plan / Single Outcome Agreement set out five priorities:

- (i) Giving every child the best start in life
- (ii) Developing educated, responsible and informed citizens
- (iii) Promoting a prosperous, inclusive and sustainable economy
- (iv) Supporting people to lead independent, healthy and active lives
- (v) Creating a safe and sustainable place for future generations

This report relates to Objective No (ii) Developing educated, responsible and informed citizens.

#### Corporate Plan

1.2 The Perth and Kinross Council Corporate Plan set out five strategic objectives:

- (i) Giving every child the best start in life;
- (ii) Developing educated, responsible and informed citizens;
- (iii) Promoting a prosperous, inclusive and sustainable economy;
- (iv) Supporting people to lead independent, healthy and active lives; and
- (v) Creating a safe and sustainable place for future generations.

This report relates to Objective No (i) Giving every child the best start in life

1.3 The report also links to the Education & Children's Services Policy Framework in respect of the following key policy area:

- Change and Improvement
- Maximising Resources

## 2. Resource Implications

### Financial

2.1 The REACH project is being delivered within the current resources which include the £1,700,000 allocated by Council in August 2017 with anticipated reduction in the Residential Schools budget over three years.

### Workforce

2.2 The planned workforce changes are now in place.

### Asset Management (land, property, IT)

2.3 As part of this project development there has been investment in existing council property.

## 3. Assessments

3.1 Under the Equality Act 2010, the Council is required to eliminate discrimination, advance equality of opportunity, and foster good relations between equality groups. Carrying out Equality Impact Assessments for plans and policies allows the Council to demonstrate that it is meeting these duties.

The proposals have been considered under the Corporate Equalities Impact Assessment process (EqIA) with the following outcome:

- (i) Assessed as **not relevant** for the purposes of EqIA

### Strategic Environmental Assessment

3.2 The proposals have been considered under the Environmental Assessment (Scotland) Act 2005 and no action is required as the Act does not apply to the matters presented in this report.

### Sustainability

3.3 N/A

### Legal and Governance

3.4 N/A

## Risk

3.5 N/A

## **4. Consultation**

### Internal

4.1 Education & Children's Services Senior Management Team, the Finance and Governance Manager and the REACH Project Board.

### External

4.2 N/A

## **5. Communication**

5.1 There has been a formal launch of the project which took place in April 2019.

## **2. BACKGROUND PAPERS**

No background papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (other than any containing confidential or exempt information) were relied on to any material extent in preparing the above report.

## **3. APPENDICES**

Appendix 1 – REACH Vision and Outcomes

Appendix 2 – REACH Implementation Update June 2019

Appendix 3 – REACH Quotes from Parents and Carers

Appendix 4 – REACH Feedback from Young People