

Children and Families Overview and Scrutiny Committee

Date of Meeting: 27 January 2020

Report Title: Locality Working Progress Report

Portfolio Holder: Cllr Kathryn Flavell, Portfolio Holder for Children and Families

Senior Officer: Mark Palethorpe, Acting Executive Director of People

1 Report Summary

- 1.1 To update the Children and Families Overview and Scrutiny Committee on progress to date to create a new way of working called “**Together in Communities**” across agencies working with Children and Families in Cheshire East.

2 Recommendations

- 2.1 Committee members are recommended to:
- 2.1.1 Endorse and promote a refreshed locality working model for Children and Family Services that young people have chosen to brand “**Together in Communities**”

3 Reasons for Recommendations

- 3.1 Locality working will promote greater integration of service delivery to best meet the needs and improve outcomes for children young people and their families. It is expected that it will also bring about greater efficiency of service provision for complex families, children and young people.

4. Other Options Considered

- 4.1 Children and Families services could stay as they are and operate across Cheshire East, but this does not maximise the benefits that working

together locally around the needs of children and families can bring to improving their outcomes.

5. Background

- 5.1 Ofsted report that the most successful areas who achieve better outcomes have adopted a locality working model for services delivered to Children and Families. Building upon the NHS Place based commissioning hubs for integrated care in Adult services, our ambition is to mirror this structure for Children and Families services to ensure a much improved synergy and integrated operational model that can maximise potential for joint assessment, planning and team around the family working.
- 5.2 Due to the different configuration of services and levels of need for children and families in different places, there would not be capacity to split in to the 9 existing care communities, but instead we have grouped these areas in to three areas to reflect North, Middle and South “Communities” across the Cheshire East geography. These boundaries align with our connected communities centres and local neighbourhood partnerships.
- 5.3 We have based our consideration of the model to date on building virtual teams across agencies and services rather than at this stage considering wholesale reorganisation and management arrangements. There reasons for adopting this approach they are:
 - a- **OFSTED** ILACs Inspection of Children’s services – this was imminent and so we did not want to undertake a wholesale reorganisation and destabilise the workforce ahead of Inspection. The outcome has also informed the next steps of locality working.
 - b- **Reorganisation of CCGs** and associated Commissioning structures could be complicated by a significant redesign of children and family services in advance of an agreed structure being established
 - c – **Recommissioning of 0-19 Contract** with the new contract due to start in October 2020.
- 5.4 Progress to date has seen a refresh of the Early Help Strategy and action plan to focus on a locality delivery model. We have refreshed the early Help Together Board to set the multi-agency direction of whole family working in place. It is proposed that progress from the Early Help Strategy is reported to the Health and Wellbeing Board (HWBB).
- 5.5 We have run 8 workshops with managers, operational staff and young people to help ensure that we have co-produced a model that works operationally, adds value and, importantly, responds to what families and children and young people tell us is needed. They want to tell their story once to a single lead person/ professional and for agencies to share their information so that they get the best coordinated help as early as possible. These sessions have been hugely positive. We undertook a SWOT (strengths, weaknesses, opportunities and threats) analysis to understand

the barriers and opportunities that we have captured in the Early Help Strategy and action plan.

- 5.6 We also held three further workshops in November 2019 with multi-disciplinary staff to bring together partners in North, Middle and South delivery areas to help to build officer relationships, their shared understanding of what each professional does, build a personal directory of contacts and promote the firmer establishment of calling multi-agency supervision sessions locally for those tricky cases that get “stuck” between organisations and require some shared problem solving and responsibility to manage risk across the partnership. Further workshops are planned in February 2020. These workshops are in direct response to what staff told us they need.
- 5.7 The feedback from the original workshops is attached as visual minutes as Appendix 1 to this report for reference
- 5.8 The map at Appendix 2 reflects the groupings agreed through several workshops informed by managers, staff and children and young people.
- 5.10 The Early Help Together Strategy and action plan is also attached at Appendix 3 for reference and detail. This document also reflects the full list of intended improvement and impact as a result of moving to a more integrated delivery model based on a community configuration for Children’s Services.
- 5.11 We are also working with schools more closely on this model, including having coordination meetings across the three areas of north, middle and south. In addition, the SEND Partnership is working towards a new delivery structure based upon the same geographical boundaries to ensure we can build better delivery relationships locally to get the best response services to Children and their parents.
- 5.12 The future is likely to see more services within Children and Families services redesigned and configured on a Together in Communities footprint on a phased basis, learning from what works in other places and understanding what is working for Cheshire East’s communities.

6. Implications of the Recommendations

6.1 Legal Implications

- 6.1.1 There are a no direct legal implications at this stage.

6.2 Finance Implications

6.2.1 There are no direct financial implications related to this report.

6.3 Policy Implications

6.3.1 These proposals are consistent with Cheshire East's Children and Young People's Plan. There are no direct policy implications at this stage.

6.4 Equality Implications

6.4.1 The proposals within this report are intended to improve equality for all children and young people.

6.5 Human Resources Implications

6.5.1 The current proposals are largely established on a 'virtual team' basis, so there are no direct human resource implications at this stage, other than to improve the way in which staff work together.

6.6 Risk Management Implications

6.6.1 There are no risks to the 'virtual team' approach proposed by this paper.

6.7 Rural Communities Implications

6.7.1 Rural communities are considered as part of the local areas and working more locally will enhance work in these areas.

6.8 Implications for Children & Young People/Cared for Children

6.8.1 Together in Communities is intended to improve the way that we work on a 'place based' model to improve the experiences and outcomes for children and young people.

6.9 Public Health Implications

6.9.1 There are no direct implications for public health.

6.10 Climate Change Implications

6.10.1 It is expected that locality working will have a positive impact on climate change as staff from all agencies work more locally and travel less.

7 Ward Members Affected

7.1 All wards are affected.

8 Consultation & Engagement

- 8.1 There has been significant consultation and engagement in developing Together in Communities with staff and other stakeholders detailed in this report. Consultation and engagement with a range of stakeholders will be ongoing, including through the planned locality workshops.

9 Access to Information

- 9.1 The Early Help Strategy is attached at Appendix 3.

10 Access to Information

- 10.1 The background papers relating to this report can be inspected by contacting the report writer:

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