

Meeting: Children, Education and Skills Sub-committee

Date: 17 October 2016

Title: Early Help and Integrated Teams

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Service: Health, Education, Care and Safeguarding

Wards affected: All

1. Purpose

This report provides an update on the development of the new Early Help Offer, through the 0-19 Locality Teams and the integration of the Troubled Families (TF) work.

2. Background

2.1. Following the earlier review of our 0-19 services in 2015, we have now implemented the new model. Key features include:

1. 4 integrated locality teams, made up of professionals who have expertise in working with children and families.
2. 'Whole Family Working' i.e. workers not only working on a specific issue which will reduce costs as fewer workers are engaged with a family, but will also improve outcomes, by ensuring the issues facing families are addressed in their totality.
3. Specialist support drawn in when families need them, through the specialist knowledge of team members, or by linking with specific teams.
4. The locality teams operate from community based settings across North Tyneside and are managed by a Locality Manager with support.
5. The teams include specific expertise in:
 - Community navigation – helping people find their own support solutions in the community
 - Youth work/youth offending
 - Drug and alcohol misuse
 - Mental health
 - Working with troubled families
 - Working with children in need
 - Child development/Healthy children – Health Visiting and School nursing
 - Children leaving care
 - Employability – through the Troubled Families Employment Advisors

- 2.2. This integrated service delivery model results in a blurring of professional boundaries, so any team member can work with families across a number of needs. This will enable people to bring their own expertise and 'specialism' to the team to inform practice. Statutory functions will continue to be delivered, either by 0-19 staff with the appropriate skills or by drawing upon the appropriate services.
- 2.3. This integrated service delivery model results in a blurring of professional boundaries, so any team member can work with families across a number of needs. This will enable people to bring their own expertise and 'specialism' to the team to inform practice. Statutory functions will continue to be delivered, either by 0-19 staff with the appropriate skills or by drawing upon the appropriate services.
- 2.4. Targeted provision is based on North Tyneside's successful Family Partner model, 0-19 staff provide the key contact point for vulnerable families and will be responsible for preventing need from escalating and achieving positive outcomes. Workers will have a mixed caseload of ages and families with additional needs, including those with multiple and increasingly complex needs. They develop a plan in partnership with the family, commission suitable interventions and hold other agencies accountable for delivery against that plan.
- 2.5. The teams include other professionals who whilst not physically in the teams also provide support to families. These include schools, VCS providers, housing, Child And Adolescent Mental Health Services (CAMHS), police etc and everyone is also responsible for the delivery of the Troubled Families work. As a result of the review we have also refreshed our Troubled Families Outcome Plan ('TFOP') which has ensured the findings of the review are now aligned with the TFOP and are jointly owned by us and our partners. A copy is available here:

<http://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/North%20Tyneside%20Outcomes%20Plan%20%28TFOP%29%2030june2016.pdf>

This work has led us to rewrite our Prevention & Early Help Strategy (copy available at http://my.northtyneside.gov.uk/sites/default/files/web-page-related-files/NT%20Early%20Help%20Strategy%2032pp%20A4_Med-res.pdf) and draws up a common set of KPIs which reflect all our intended outcomes and which are also jointly owned by us and our partners.

3. Progress to date

- 3.1. As would be expected, the process of change involved consultation with staff and unions as well as changes to buildings and office accommodation. This was all complete by 1st June 2016, when the teams moved around and into their new locations:

South West – Howdon Children's Centre
North West – Shiremoor Children's Centre
Central – Riverside Children's Centre
Coast – Whitley Bay Customer First Centre

The teams are different sizes, based on our analysis of need and a map showing which wards are in which teams is available in the Prevention and Early Help Strategy.

- 3.2. From 1st July 2016, the Early Help pathway has been implemented and this includes the new 'locality allocation' meetings happening each month in each locality.

Using the 'Professional Conversations Framework' (http://www.northtynesidelscb.org.uk/images/LSCB_Professional_Conversation_Framework_July_2016.pdf) partners are sent details of families to be discussed at the meeting and they then conduct research to see what they know about the family so a full discussion can be had and the best Lead Worker can be appointed to work with them.

3.3. There are 5 circumstances which would see a family discussed at a Locality Meeting:

1. Those identified through TF data
2. Complex or 'stuck' Early Help cases
3. Cases that have been through a statutory social work assessment but who do not meet the threshold for social work intervention
4. Cases that have been to the 'Front Door' but who on further examination do not need a statutory social work assessment
5. Children who have been in Child protection and have progressed to Child In Need and who, with support, can now be transitioned back to mainstream services.

This process is very new and a future report will provide analysis of how its working – early indications are positive. We have also put in place a comprehensive workforce development programme, delivered by both in house and external partners.

3.4 All this work, including working more with our partners is supporting the implementation of the Targeting Operating Model.

3.5 Since the last report we have also submitted another Troubled Families claim. Members will remember we, like other Local Authorities, have struggled with the complexity of the new criteria and claims process and the related evidence. In Phase 1 of the programme there were 9 possible indicators of success, in Phase 2 there are 28 – each with its own evidence requirement. In the first 2 claims we were only able to claim for 6 and then 8, however our most recent claim is 19. This suggests we are on the right track and that staff are beginning to understand the new programme much better. We are still working on an IT system to support this and are optimistic that will be in place by January 2017. We are already looking at a 3rd version of the TFOP, to refine the indicators still further – this will be done with partners through the Children's Board – who are now responsible for delivery of the programme.

4. Challenges and Opportunities

- There is evidence that the Locality Model is the most effective way of delivering early help services (iMPower Aug 2015; Ofsted 'Understanding Disadvantage' July 2016; APPG Report 'Family Hubs: The Future of Children's Centres' July 2016). However the challenge is to continue to bring other Local Authority departments and partners on board to deliver services to families.
- The TF claim remains a challenge!
- The recent Cabinet decision (August 2016) to bring 'in-house' the health visiting and school nursing service provides us with fantastic opportunities to further develop a truly integrated service but the transition process may present some challenges.
- Ensuring staff are fully skilled and have the knowledge they require of all services to know how and when to access specialist support.

5. Conclusion

Committee Members are requested to note the progress made within the new locality teams and make any further comments or recommendations around these developments and the integration of the Troubled Families work so it becomes 'business as usual' and 'everyone's business'.

6. Background Information

0-19 Programme Board, Children's Board, LSCB, Schools and other relevant partners have all been involved in shaping the work outlined above. The Troubled Families Outcome Plan, Prevention and Early Help Strategy, Professional Conversations Framework, Disagreement Process, Ofsted 'Understanding Disadvantage' July 2016; APPG Report 'Family Hubs: The Future of Children's Centres' July 2016 have also been used to provide evidence on future shaping of the service.