



Locality Working Within Children's Services

November 2010

The purpose of this paper is to give an update on progress made around integrated locality working within Children's and Young Peoples Trust over the last year.

Background Locality working is about providing universal and targeted services to local people in their local area with a focus on early intervention, prevention and collaboration between services. The approach places children, young people and their families at the heart of delivery. Over the last decade, a range of key national documents and strategies have promoted the benefits of closer working practice between services to deliver better outcomes. The investment in early intervention; promotion of resilience factors; improved school attendance and attainment; together with the development of an integrated workforce, will improve outcomes for our children and young people, and facilitate the targeting of greater resources to the most vulnerable. The goal is to prevent the escalation of need to a specialist level, thereby reducing costs and helping families as early as possible.

Infrastructure A locality map has been agreed by the LSP and adopted by the Children and Young People's Trust which divides the 43 neighbourhoods of Plymouth into six localities: North West (NW), South West (SW), Central and North East (CNE), South East (SE), Plympton and Plymstock. Each of the localities hosts a Children and Young People's commissioning group made up of key stake holders from the community and networks of practitioners from a range of services from the City Council, health, the police and voluntary sector. The Chairs of the six Commissioning Groups meet collectively with Service Managers at the Locality Strategic Board on a regular basis. This group is accountable to the Children and Young People's Trust. In October 2009, the locality Development Team was established. They are tasked with facilitating the change agenda that is needed to deliver and reconfigure services. The team comprises of three strategic locality managers; the two co-directors of the Plymouth Excellence Cluster, and an educational consultant who report to Maggie Carter (Assistant Director for Learner and Family Support).

Along side locality developments being progressed within Children's Services, The Local Strategic Partnership has now also launched locality teams. These consist of representation from: Street Services and Highways; Community Safety; Health & Adult Services; Children and Young People's Services. Each of the 43 neighbourhoods has frequent meetings (replacing the PACT meetings) and any issues that require a multi-agency response are escalated to the LSP locality team. The Locality Development Team represent Children's Services within each of the LSP teams. This alignment will ultimately strengthen the locality based teams within Services for Children and Young People, as they work as part of the wider locality network.

Progress Over the last two years a number of services, predominantly within PCC, have aligned their delivery structure against the locality map, in some cases even forming team structures around the localities.

Each locality has a specific needs analysis, derived from data from a range of sources which describes the demographics of the locality and its associated needs. Although these reports are due to be refreshed, they complement the LSP locality reports giving further detail specific to children, young people and their families.

The commissioning groups have been in operation for each locality for about two years and are increasingly able to use small funding sources to commission services and provision to meet the locality needs. All the groups share terms of reference and membership criteria. The chairs for these meetings are school heads or vice principals, but coordination of the commissioning groups come from the locality development team. The locality needs analysis, together with local "intelligence", allows each group to set priorities for their area, and the collective of services around the table work collaboratively to address these needs. In the NW and SW some projects have been commissioned to improve school attendance at a secondary level. In CNE the group delivered the pilot of Allsorts, an economic

disadvantage grant to provide engagement activities to vulnerable children and young people. In SE a piece of work was commissioned to look at engagement of BME families by services within the locality. These groups, predominantly, work very effectively to support the development of the locality service delivery, and during the summer collaborated to commission activity provision for children and young people with a disability.

Operational delivery Integrated locality teams are generally considered the most effective way of addressing social vulnerability because they enable different professionals to work with families in a more coherent and coordinated way.

Based on the best practice of the Multi Agency Support Team (MAST), who have been working across the NW and SW localities for several years now, an additional three locality teams for 5—11 year olds and their families have been established this year. The relevant localities are the South East, Plympton and Plymstock; all teams use a single point referral process from schools in the locality, and through integrative practice and collaboration devise an integrated and holistic package of support for the family. The coming together of agencies allows for a co-ordinated response from a range of services to meet child and family needs. The locality teams are placed at the targeted (rather than specialist) area on the spectrum, referring on to specialist services such as social care when appropriate. Over time it is anticipated that referrals to social care will decrease as the integrated team develop. We are currently planning for the rollout of the Central and North East Locality team.

Within early years, the 0-5 age range, there has been significant progress in developing and strengthening links between both services and strategies. The Locality Development Team believe that Children's Centres are ideally placed to work as hubs for integrated delivery across the localities and have been working with the early years team at Windsor House around their strategic plan and supported the commissioning of the Children's Centres ensuring that locality work is embedded within the process. A great deal of work has also been undertaken with Health and Early Years CAMHS to support the delivery of the healthy child programme and also links with the healthy weight strategy have been formed. The team are currently reviewing the membership of the locality inclusion groups and are working with the Early Years Forum to ensure that best practice is maintained and that the processes facilitated by the forum meet the need across the six localities.

There is an obvious link between the Integrated Youth Support Strategy (IYSS) and integrated locality delivery. The locality delivery team have been part of the group looking at IYSS and have supported the development of services supporting the 11-19 age range. The age range fits into two distinct categories - those within mainstream education and those post 16 who are either NEET or with other post 16 providers. Connexions and Youth Services are ideally placed to support the latter group and integrated approaches with them are developing. Most of the work undertaken by the team has focused on services supporting young people still at school (including 6th form): developing strategies for information sharing and drawing services together around the school hub to support vulnerable young people and those with persistent absenteeism. The team is also working with the substance misuse group to bring preventative programmes into the localities to address alcohol consumption by young people and also address other substance misuse: this has a direct link with the current LSP target of tobacco control across the city.

Underpinning the steps towards integration is the concept widely known as 'collaborative advantage'. This is about achieving something that could not have been achieved by any one of the organisations acting alone. The localities now operating multi agency team meetings within the primary age range all have a range of processes in place to support referrals and track the work undertaken preventing clients 'getting lost' in the system. The Locality Development Team are also working with the CAF co-ordinator to ensure that processes adopted at this level will easily transpose into the new CAF form at the point that it goes live in Plymouth. These protocols are also being looked at by the Locality Development Team to ensure parity across the localities and also across the age range 0-19.

The Locality Development Team have also been tasked with supporting current restructuring work, proposing delivery and structural models for integrated locality teams. Initially these core teams will comprise of services which currently sit within PCC Children's Services. A paper outlining these recommendations has just been completed for Bronwen Lacey.