

Open Report on behalf of the Executive Director Adults and Children's

Report to:	Children and Young People Scrutiny Committee
Date:	24 June 2011
Subject:	Future Arrangements for Locality Services

Summary:

This paper outlines proposals for revised operational arrangements for the structure and working practices for the Locality Teams.

Actions Required:

To consider and confirm the structural changes into one locality team and new arrangements for the Team around the Child.

1. Background

The integrated service teams within the seven locality areas were implemented in 2008. These were teams intervening early to provide preventative services at both the universal and targeted levels, including children centre provision. Wherever possible teams were co-located or worked within and alongside the Children's workforce in schools.

The intention was to apply "clear standards and common processes (referral/communications/points of access/child records) to ensure a consistent approach to the delivery of services" (Building our vision for a better Lincolnshire November 2009).

Since 2008 integrated working has been established at locality level enhanced by the CAF process launched in April 2007, and this has resulted in some excellent early intervention work, with the lead professional role becoming firmly established across partner agencies.

Currently 1659 Children and Young People have a TAC plan. Professionals in education have submitted 31% of CAF assessments since 2007 and they are currently taking the role of Lead Professional in 42% of cases, Health 18%; Preventative Workers/Children Centres 9% and Parent Support Advisors' 6%.

Team Around the Child Meetings initiated in Lincolnshire:

Year	Number of TACs initiated	Cumulative total	% increase
07/08	628	628	
08/09	1076	1704	71%
09/10	1624	3328	51%
April – July 2010	691	4019	Predicted 27%

We are however ambitious to sustain outstanding performance in relation to stay safe and to build on successes already achieved. In order to improve on integrated working, we now need to join up specialist and targeted services to create better working together between these two services. The Comprehensive Spending Review has necessitated a reduction in resources across the integrated and specialist service of 25%. In the light of these cuts children services are re prioritising to delivering specialist and targeted services (at the preventative levels). These priorities will be delivered within co-located integrated teams including both FAST and the former integrated team.

The proposals outlined will achieve:

- Greater consistency of systems and processes
- Integrated recording systems
- Additional management capacity through Team Managers and Children's Services Team Managers having knowledge, understanding and in time accountability for cases within one team
- Ensure Team Manager accountability for the CAF process including quality assuring work
- Children will be assessed according to need and in time through one common assessment tool and there will be a more seamless service between specialist and integrated
- Newly reconfigured family support service will be accessed by both parts of the service
- Staff from both specialist and targeted services will be able to draw on same resources thus providing additional capacity at a time of shrinking resources
- There will be greater information sharing between the two parts of the service with one single recording system
- Safeguarding/Child Protection issues will be fully understood between the two arms of the service
- There will be efficiencies of joint team meetings, practice workshops and training for a whole team
- EDRMS can be established across the teams
- Continuity for families, children and young people as services better understood with one consistent point of entry and same systems
- Reduction in process terminology for clients i.e. CAF, cores, initials
- Greater flexibility and deployment of workers
- More effective use of administration. Business support deployed into one team
- Less barriers to direct work and greater utilisation (and holding to account) of lead professional role

- Better trained and confident workforce
- Collaborative working with partner agencies enhanced as teams develop (in time) to multi-disciplinary ones consisting of a range of professionals
- Efficiencies on IT/mobile working
- Greater emphasis on transition set by connecting youth service and former connexions staff into working with vulnerable children at the more complex level of need.

The reconfiguration of Heads of Service into three localities working together with the FAST Heads of Service has meant an increased joining up of services. The Heads of Service for integrated teams in the locality have all completed a training programme on safeguarding and FAST responsibility including spending time in the teams, at relevant meeting and shadowing and being monitored by FAST colleague HOS.

2a Locality working

Locality working is currently led through a Single Assistant Director supported by 5 Heads of Service and the Head for Regulated services.

Heads of Service areas of responsibilities are:

- HoS FAST x 2
- LIT HoS x 3

2b FAST Teams

There are currently 7 FAST teams; West Lindsey, East Lindsey, North Kesteven, Lincoln, South Holland, South Kesteven and Boston. Each Team is managed by a Team Manager (East Lindsey has a provision for two Team Managers) and the teams provide a range of specialist services at Tier 2/3 of Lincolnshire County Council thresholds.

The FAST teams currently have approximately 20-25 staff including unqualified workers (CAFO), qualified Social Workers, and Principal Practitioners

Staff establishments are outlined below :

Area Team	Team Manager	Principal Practitioner
Lincoln	1	3
North Kesteven	1	3
West Lindsey	1	4
East Lindsey	2	6
South Holland	1	3
South Kesteven	1	3
Boston	1	3
Strengthening Families	1	0
Total	9	25

2c Locality Teams

There are 7 locality teams who provide (predominately) targeted activities although there is some universal provision managed within these teams (Children's Centres / Connexions activity / extended schools etc).

Practitioners within these locality teams includes:

- Children Centres staff (CC Practitioners/ Prevention Workers)
- Youth Workers
- Education Welfare Officers
- Personal Advisors and Assistant Personal Advisors (previously known as Connexions staff)
- Extended Provision Coordinators
- Parent Support Advisors

The Locality teams are: Lincoln, North Kesteven, South Holland, Boston, East Lindsey, West Lindsey and South Kesteven. Each locality team has 2 Team Managers in post (except North Kesteven and South Holland). However under this, each locality team carries a different staffing establishment. (See attachment I). For example, in East Lindsey the team is managed by 2 Children's Service Team Managers (CSTM's) and four Principal Practitioners (one in Louth, Mablethorpe, Alford and Spilsby, Skegness and Horncastle). In South Holland there are two CSTM's and 3 Principal Practitioners etc.

Staffing establishments are outlined below:

Area Team	TM Posts	TM (Actual)	PP Posts	PP (Actual)
Lincoln	2	2	5	4.48
North Kesteven	2	1	3	3
West Lindsey	2	2	3	3
East Lindsey	2	2	5	5
South Holland	2	1	3	3
South Kesteven	2	2	4	4
Boston	2	2	3	2.68
Central	2	2	3	2.11
Total	16	14	29	27.27

Note: In total there are 14 Children's Services Team Manager posts in the localities (plus 2 in Teenage Services central functions) and 26 locality Principal Practitioners (plus 1 in Teenage Services central functions and two in Sure Start).

2d Strengthening families

There is a county wide strengthening families team which provides family support at tiers 3 and 4 of the LCC thresholds.

There is 1 Team Manager for Strengthening Families and 7 Coordinators. The Team Manager is within scope of this paper but as the Coordinators are on a lower grade to the Principal Practitioner level, they are not in scope for this paper.

2e Regulated Services

In addition there are a range of specialist functions within Social Care including:

- 2 LAC teams (North, South)
- 1 fostering team
- 1 adoption team
- CwD team
- Family Group Conferencing (FGC)
- Strengthening Families team
- Contact Service
- Transitions team

However with the exception of the strengthening families team, these are out of scope for this paper.

3 Proposed new model

In preparation for the comprehensive spending review, Children's Services undertook a comprehensive review of all services funded through the core budget. Proposals for 25% reduction were presented to the Leader and with a number of small exceptions were supported. The outcome is that (subject to political approval) services currently delivered through the locality teams will dramatically reduce with the following implications :

- Reconfigure youth connexions service along a locality model
- Reconfigure family support to locality approach

This reduces the need for managerial capacity significantly within the locality teams. In addition, we intend to reduce from five teams to three within a fully integrated model to reduce management costs.

The proposal is to create one locality team, including both the targeted and the FAST team, in three areas managed by one HoS. The three teams would be located in the following areas :

- West and East Lindsey
- Lincoln and North Kesteven
- Boston/ South Kesteven and South Holland

Each Team will be managed by Team Managers from FAST and the Team Managers from the integrated locality team. We will encourage a mix of skills and knowledge so that these two team managers complement each other to ensure that each team has a leadership skill base of specialist and targeted work. The aim would be to incorporate primary mental health workers, psychologists and other health workers into these teams for a more multi-disciplinary approach.

Service delivery would be through satellite offices and service delivery centres in communities.

New Model: Locality Team

Table I

<p>HoS East Lindsey West Lindsey</p> <p>←→</p> <p>2 TM's (FAST Specialist) 2 TM's (Targeted)</p>	<p>HoS South Holland Boston South Kesteven</p> <p>←→</p> <p>3 TM's (FAST Specialist) 2 TM's (Targeted)</p>	<p>HoS Lincoln North Kesteven</p> <p>←→</p> <p>2 TM's (FAST Specialist) 2 TM's (Targeted)</p>
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We would seek to deliver intensive training programmes to enable the Team Manager's to have interchangeable roles with both managers able to manage the specialist and targeted work from TAC to child protection.

3a Team Managers

The number of Team Manager posts will be reduced from 25 (currently 22 in post) to 13 FTE posts (7 FAST and 6 LIT) to reflect larger integrated teams plus reduced staffing capacity in each of the teams.

3b Principal Practitioners

All of the FAST Principal Practitioners will be retained as their work is predominately case management / front line delivery and this paper does not seek to address capacity at front line service delivery level.

However, the role and duties of Principal Practitioner's in the locality teams tend to be managerially focused with very few staff undertaking Lead Professional roles (i.e. front line service delivery).

The number of LIT Principal Practitioner posts will be reduced from 29 (currently 27.27 FTE in post) to 14 posts.

East Lindsey West Lindsey	South Holland Boston South Kesteven	Lincoln North Kesteven
4x PP	6x PP	4x PP

3c Strengthening Families

The Strengthening Family Service and other family support workers will be amalgamated into one family support worker with a generic job description. These family support workers will be managed within the targeted arm of the locality team, as well as children centre staff and youth workers (see separate paper re youth strategy).

Overall proposals on working arrangements

The Proposed Structure for the new locality teams will be :

One team in three localities (with satellite offices)

Locality Team

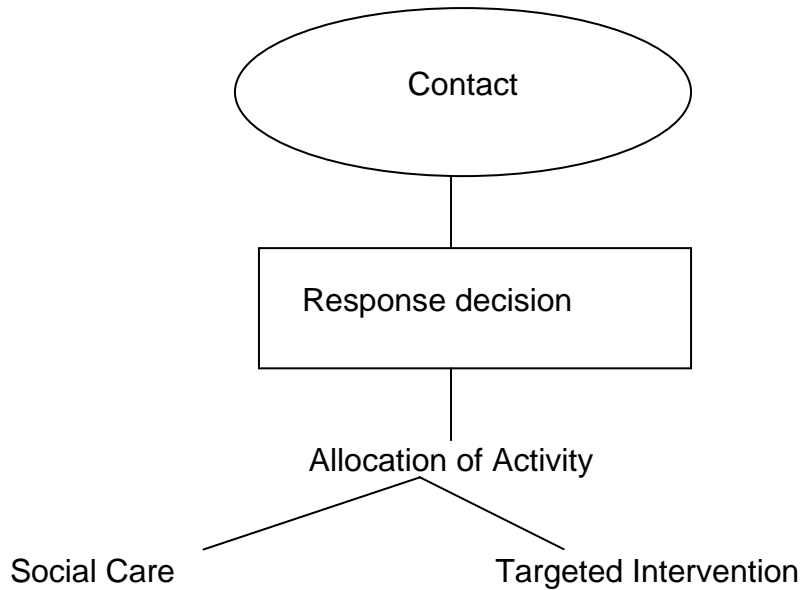
- Social Care
- Youth Provision
 - Positive Activities
 - Targeted
 - Community Development Workers
- Family Support
- Children's Centres

The work within the locality team would be 0-19. Under the targeted PPs we would have family support workers, youth development and community workers, children centres staff plus any parenting work which the schools wished to purchase.

The longer term aim would be to absorb health professionals so locality teams become multi-disciplinary team consisting of primary mental health workers, psychologists, health visitors and school nurses.

Staff are expected to be interchangeable and work across the locality team covering peaks and troughs of activities and annual leave within a single team. We will also integrate the working practices of both teams including systems and processes.

Contacts will continue to come into the CSC. The CSC operator will screen the call and pass appropriate calls to the screening qualified professional. This professional will determine whether the contact meets the threshold for a CP enquiry or a child in need in which case it will be passed through to the specialist arm of the locality team. If the contact does not meet the threshold for social care because of a lower level of need, a referral will be made to the targeted arm of the locality team.



The CAF co-ordinators and TAC admin team will be disestablished, as the service will cease to continue.

A single assessment tool will be developed through ICS or another system that eventually all practitioners will adopt negating the use of multiple assessments, CIN assessment and TAC. The single assessment tool will however include a risk assessment format and matrix for all cases subject to section 47 enquiries and child protection plans. Only qualified social workers will undertake child protection enquiries. These proposals are subject to the Munro review.

This will enable children to be assessed and worked with through a continuum of need with a single assessment tool. The social care arm of the team will be able to draw on the staff within its part of the service and vice versa. In this way specialist and targeted work together more closely to prevent children from needing specialist services (i.e. CP and/or accommodation) whilst the targeted staff can draw on the social care staff for specialist advice, methods of intervention and safeguarding concerns.

2. Conclusion

This paper outlines the proposal for structural change for FAST and Locality Teams. The Committee is asked to note and discuss the content of the report.

3. Consultation

a) Policy Proofing Actions Required

n/a

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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