



DERBY CITY COUNCIL

**CABINET MEMBER FOR CHILDREN AND YOUNG PEOPLE  
MEETING  
20<sup>th</sup> MARCH 2007**

Report of the Corporate Director for Children & Young People

## **Update on Area One Trailblazer**

### **RECOMMENDATION**

- 1.1 To note the progress made by the Area 1 trailblazer.

### **REASON FOR RECOMMENDATIONS**

- 2.1 Work has been progressing on developing our Children's Trust arrangements for integrated service delivery in Derby. In order to provide services in an effective, integrated way, plans are well advanced for the trailblazing multi-agency service teams in Area 1 of the City. Once fully implemented the impact of the teams will be fully evaluated before considering the way forward for other areas of the city. Notwithstanding this approach, opportunities for improving the local focus of services across the City will be considered as they arise.
- 2.2 A model of service delivery has been developed and agreed and a Steering Group within Senior Representatives from across the partnership has been working to oversee the work of the trailblazer. The Area 1 Management Team has been appointed and the staff who will be in the area have all been identified and are now working in integrated teams. This report provides an update on the:
- City wide area structure for locality based integrated working
  - Accommodation for the teams
  - Priorities for the next six months
  - The Youth Support Team

### **SUPPORTING INFORMATION**

- 3.1 Area 1 encompasses the wards of Spondon, Oakwood, Chaddesden and Derwent and is one of the five Areas based on political ward boundaries.

The other areas are: -

Area 2: Alvaston, Boulton, Chellaston and Sinfen

Area 3: Arboretum, Normanton and Abbey

Area 4: Blagreaves, Mickleover, Littleover

Area 5: Darley, Allestree, Mackworth

- 3.2 When Area 1 was chosen to be the trailblazer for Children and Young People's Integrated Services, an analysis was undertaken across the whole City using a wide range of partnership data. The needs analysis clearly highlights differing levels of need and service demand across the city. Area 4 and Area 5 have significantly lower levels of need than the other three areas and would not warrant a separate Area structure for the delivery of Children and Young People's Integrated Services. On the basis of the needs and resources analysis it is evident that the city cannot support a five area management structure for the purposes of delivering services to children and families.
- 3.3 The City for Children and Young People have carefully considered the available data and concluded that Areas 1 and 5, and Areas 3 and 4 should be linked with Area 2 standing alone. Connexions services and primary health care nursing services have been configured along these lines. The arrangement presents no difficulties for the Community Safety Partnership or the Police.
- 3.4 Children and Young People's social care services are in the process of disaggregating child protection and children looked after services into the locality and specialist divisions. Teams will be formed that relate to ward boundaries and it is proposed that teams are grouped on an area basis in the way described above. The organisational structure developed for each of the Areas will be responsive to the needs analysis and the principles that have been established for integrated working:
- Improve outcomes for all children and young people
  - Improve access to front line services across the city
  - Maximise the opportunity to provide a continuous service to children and young people, minimising changes of worker
  - Provide a service in relation to need that is consistent
  - Intervene at the lowest tier of intervention compatible with meeting need
- 3.5 **Accommodation**
- Progress towards establishing the integrated teams and integrated service delivery has been significantly hampered by the absence of available accommodation within the locality. However, progress has now been made following agreement to allocate funds from the underspending Local Area Agreement budget. The Derwent 0 to 11 Team will be based at Revive when it opens. The Roosevelt Avenue Housing Office will be adapted to provide accommodation for the Chaddesden 0 to 11 team. Following a comprehensive review of accommodation by the Children and Young People's Department space for the Oakwood/Spondon 0 to 11 team, the youth team and the social care team has been identified at the Beaufort Street Business Centre. Whilst these premises are not public facing and will only provide an operational base for staff, they do afford the opportunity for co-location and ease of access to local venues for direct work with children and families.
- 3.6 Further detailed work around accommodation, administration, information technology and finance is now needed. The Area 1 Management Team are still in the process of learning and establishing their new roles and supporting staff with this very challenging change agenda and nominated lead officer for the logistic issues will be identified.

### 3.7 **Impact of Area One**

The Area 1 Management Team continues to meet on a weekly basis at various venues across the area. They are currently working well together and implementing the agreed management arrangements. Work shadowing and joint supervision has helped to support managers to develop their understanding of the range of professional roles within their teams. It is evident that a more structured induction needs to be developed for the future. The integrated teams are now meeting on a monthly basis, developing an understanding each other's roles and responsibilities and confirming management arrangements with staff.

### 3.8 Recently work has been undertaken by the Area 1 Locality Steering Group, the AMT and the Integrated teams to assess the impact of Area 1 at this early stage. The following key points are worthy of noting:

- Stability and commitment of Area 1 Steering Group has enabled progress
- Increased understanding of each others roles and responsibilities
- Easier and better communication between services
- High level of motivation amongst staff and managers for integrated working
- Development of understanding of other professional's working pressures
- Management arrangements have helped to move into integrated working
- Management and staff talking to each other outside their professional field helps them to think and operate differently
- Services are starting to operate in a more "joined up" way
- Health clinical manager is really enjoying and valuing being part of the Area 1 Management Team

### 3.9 **Priorities for the next six months**

The Area 1 Management Team have identified the following as key priority areas:

- Logistics – accommodation, finance, administration and IT
- Implementing agreed management arrangements
- Developing locality planning
- Implementing a Duty system and making the network systems work
- Implementing Area 1 performance management
- Safe transfer of cases

### 3.10 An Area 1 performance management framework has now been developed and agreed and has now come into operation. It is important that the Council and the City for Children and Young People review the progress of the trailblazer against key performance indicators. Draft terms of reference for locality planning in Spondon have been developed and agreed. There has been a warm welcome to the proposal for locality planning in Derwent. This work now needs to be transferred to Chaddesden and Oakwood.

### 3.11 Workforce development is continuing with the integrated teams and training in the areas of information sharing, common assessment and lead professional is being provided. The implementation of these key integrated processes will support integrated service delivery to children, young people and their families. The capacity to support this activity will be affected by the pending Joint Area Review.

### 3.12 Youth Support Team

This team is beginning to function well but it has lost recently lost one and a half posts because New Deal for the Communities (NDC) has come to an end. A further half time post Youth Service post in the area has been transferred to support the continuation of the Time for Girls and sexual health work that has previously been funded by NDC. The other post that has been lost is that of a full-time Connexions Personal Advisor who was operating in Da Vinci School and with the NEET group in the area. (This will significantly impact on services for the 16-19 age group in the area). On a more positive note, although not in the Youth Support Team, Connexions Derbyshire have secured one year's funding from the 14-19 Strategy to undertake NEET prevention work in years 7 and 8. There has been a commitment from Connexions that the post holder will prioritise work with the three Area 1 secondary schools. It has also been agreed that a 0.5 Youth Service allocation to the Youth Support Team will be recruited too and will focus on the 6-19 age group especially those who are NEET.

## OTHER OPTIONS CONSIDERED

- 4.1 None in the preparation of this report. As the trailblazer develops and the evaluation progresses a range of options for improving service delivery for children and young people will be considered.

## IMPLICATIONS

### Financial

- 1.1 The internal review of existing accommodation that has identified potential bases for the three remaining teams, This means that the Children & Young People's Department will continue to incur the costs associated with these premises. The costs of accommodation will require contributions from partners on a pro-rata basis for their staff that are based there. Further work on this will be undertaken by the Area 1 steering group

### Legal

- 2.1 There are no legal implications arising directly from this report. The partnership steering group work to ensure that governance matters for the developing service are identified and appropriately responded to.

### Personnel

- 3.1 The development of integrated teams has been progressed on an entirely voluntary basis with staff. The management group and the partnership steering group are working to make sure that staff are appropriately supported and supervised. There are a range of terms and conditions issues that will need to be considered alongside the evaluation of the trailblazer.

### Equalities impact

- 4.1 The development of locally based services will improve access to services for children, young people and their families.

### Corporate objectives and priorities for change

- 5.1
  - Improve the quality of life in Derby's neighbourhoods
  - Encourage lifelong learning and achievement
  - Build healthy and independent communities
  - Deliver excellent services, performance and value for money