
Learning & Culture Policy & Scrutiny Committee **14 November 2017**
Report of the Corporate Director of Children, Education and Communities

Update on Implementation of Local Area Teams

Summary

1. In March 2017 the Learning & Culture Policy & Scrutiny Committee received an update on the implementation of Local Area Teams. This report provides the committee with a further update on Local Area Teams and progress to date.

Background

We know that by the time a child reaches the age of 2 years old we can reasonably predict their likely achievements at key stage 4.

We know that children and young people with poor histories such as neglect, poor parenting, disengagement from education and support (to name some issues), are at greater risk of being exploited, going missing or being trafficked

We know that children with the lowest reading ability at age 7 have 20% lower wages at age 33 and those from disadvantaged backgrounds generally achieve lower grades than their peers throughout their school journey

We will know a child's probable life expectancy, purely based on where they live. Life expectancy is 7.4 years lower for men and 5.8 years lower for women in the most deprived areas of York than in the least deprived areas

Although obesity figures are better than the rest of England we know that by year 6, children in some areas of York are almost 2.5 times as likely to be obese compared to other parts of the city

2. Research into early intervention shows that if issues are tackled at an earlier time in a family's difficulties, there is a significant chance of preventing long term poor outcomes and the need for more specialised and high cost services at a later stage; not only across children's services but throughout expenditure right across the city.
3. Local Area Teams (LATs), launched in January 2017, are the centre piece of York's early help arrangements for children, young people and families from pregnancy through to adulthood. The purpose of a Local Area Team is:

- a. To prevent the escalation of needs which may require, if not addressed, complex and costly interventions at a later point.
 - b. To reduce inequality of outcomes for our communities across York.
4. Local Area Teams are not just a set of council services. They are multi-agency and bring together all partners in a local area that exist in the lives of children, young people and families.
5. This report provides an update on progress since March 2017 on:
 - a. Examples of progress in the implementation of Local Area Teams
 - b. The Early Help Strategy
 - c. Local Area Outcome Plans and member engagement in meeting the needs of children, young people and families.
 - d. The integration and development of the Healthy Child Service within Local Area Teams.
 - e. The city centre offer to young people from 30 Clarence Street

Examples of progress in the implementation of Local Area Teams

6. Local Area Teams, now including the Healthy Child Service, deliver a diverse range of support and interventions from pregnancy through to adulthood. All of these are tailored to the needs of communities and families within York.
7. Annex B provides a small selection of detailed case studies giving examples of the work undertaken by Local Area Teams. Summary examples showing how performance has been sustained or improved following the introduction of Local Area Teams is shown below.
8. **Two Year old funded childcare** - A good example of where Local Area Teams have developed new approaches can be seen in the approach to two year old funded childcare. Despite the service undergoing a significant programme of change at the beginning of the year the engagement of eligible families with two year old funded childcare has not only been sustained but improved. A slight dip during the first term of LATs could be expected given the scale of the change. The increase to the second term can be attributed to Local Area Teams becoming more established and the development of the information offer.

Term	Spring	Summer
2015	68%	66%
2016	74%	72%
2017	73%	76%

9. Young People participating in education, employment and training

10. The number and proportion of young people Not in Education, Employment and Training (NEET) is an important measure for the city. Young people's engagement with education, employment and training is an important indicator of a range of outcomes throughout a persons life. Local Area Teams are part of a city wide approach to tackling this issue.

11. The Department for Education have recently published figures for 2016 that allows us to compare performance in York to that of the region and nationally. This information is shown in the table below.

	Number of 16 and 17 year olds known to the local authority	Total number NEET (inc not known)	Proportion NEET (inc not known)	of which known to be NEET	of which activity not known	ppt change in overall NEET measure since 2015
England	1,155,350	69,540	6.0%	2.8%	3.2%	-0.5
Yorkshire and The Humber	115,450	6,680	5.8%	3.2%	2.6%	-0.4
York	3,600	130	3.7%	2.9%	0.8%	-1.3

12. Local Area Teams have been looking to find new ways of further improving NEET performance. In addition to directly working with young people the multi-agency and holistic nature of Local Area Teams has meant more of a whole family approach can be taken to this issue. So placing a stronger emphasis of looking at the needs of the wider family around a young person in order to secure a more positive outcome. Annex B includes an example of how whole family working in the context of NEET can lead to improved outcomes. This example shows not only how the issue of NEET has been addressed but also the wider needs of the family.

Development of Local Area Team volunteer schemes

13. The Volunteer Lead and aligned Project Officer within Local Area Teams have taken forward the development of a new volunteering offer to address need at an early help level. Since January 2017 the service has supported the recruitment and training of:
 - a. 28 mentors that have supported 26 young people and 5 parents to date.
 - b. 24 volunteers to support the children's centre offer taking the total figure to 58 volunteers.
 - c. 16 Appropriate Adults and 15 new Independent Visitors.
14. This has included interviews, Disclosure and Barring Service (DBS) checks, training and linking up with LATs or Youth Offending Team (YOT) and then supervising around 20 Independent Visitors with the Volunteer Lead supervising the rest and overseeing the volunteer service.
15. The volunteer offer from LATs has been able to support the Ethnic Minority Service and York St John with the delivery of training to various voluntary groups that support refugees and asylum seekers across the City and in the near future will be delivering restorative justice to foster carers in partnership with the YOT.
16. In addition support has been provided to many of the early years groups around recruiting volunteers and attend sessions to increase support, twice this year we have put on safeguarding training at West Offices to up skill these volunteers and ensure they understand the routes to follow if they have concerns.

The Early Help Strategy 2017 - 2020

17. The Early Help Strategy outlines our ambition for early help services for children and families, and the principles that guide us. This strategy sets a landscape which enables flexible, place-based responses to need in a safe and evaluated over-arching framework. Children, young people, families, communities and all multi-agency partners will make this strategy real themselves by setting local priorities and taking steps to meet need.
18. The Early Help Strategy was developed with input from a range of multi-agency partners through the Local Area Delivery Partnership (the governance board for early help arrangements), the YorOK Board and

the Safeguarding Board. A final copy of the Early Help Strategy is attached as Annex A.

19. The Early Help Strategy sets out how we will achieve this by:
 - a. Helping us to understand the differing needs of children, young people and families across our city.
 - b. Ensuring that children, young people, families and communities have a voice in helping us understand need and how best to respond.
 - c. Identifying which children need extra help so that no child will slip through the net.
 - d. Making sure that early help is proportionate, timely and secures long term outcomes.
 - e. Letting us know that we are making a difference.

Local Area Outcome Plans

20. The Early Help Strategy sets out the long term strategic aims that underpin the work of Local Area Teams. Below the strategy sits Local Area Outcome Plans. These set out the priorities for individual localities in relation to early help, the actions being taken to address those priorities and what outcomes will be measured to assure progress is being made.
21. Each locality is currently in the process of creating a multi-agency, area based outcomes plan. This is based upon a range of demographic and performance information coupled with dialogue with partners and communities across our city. These Local Area Outcome Plans, as they stand, are intended to identify some initial priorities but also act as a tool to engage partners across localities in developing them to be fully realised and partnership based plans. The steps in developing these plans are outlined below:
 - a. The Early Help Strategy sets the long term and strategic aims in relation to early help
 - b. “First phase” Local Area Outcome plans are developed based on data and need seen by Local Area Teams.
 - c. Partners and communities are engaged in the development of Local Area Outcome Plans and shared ownership is taken for addressing identified need.

- d. Locality governance arrangements of key partners are established to take forward and refresh the priorities for that locality.
- 22. Key partners within communities engaged in development of these plans include: community and voluntary groups, childcare providers, housing, schools, colleges, partners within health and North Yorkshire Police
- 23. The engagement of elected members is an important aspect in development of these plans. To date elected members have been approached and engaged where particular need has been identified. The “First Phase” Local Area Outcome Plans have been shared with all elected members for consultation.

Elected Member engagement

- 24. A topic discussed at the Learning & Culture Policy & Scrutiny Committee in March 2017 was the importance of member engagement with the development of Local Area Teams. This section summarises engagement activity undertaken to date with elected members.
- 25. Two briefing sessions have been held with elected members in August and September. The details of these two sessions were shared through the council’s democratic services team. In total eight elected members attended these briefing sessions. The sessions provided an opportunity to learn more about the work of Local Area Teams and their links to elected members and ward processes.
- 26. All elected members have been emailed a copy of the “first phase” Local Area Outcome Plan (see above section) for their locality alongside a member briefing sheet. This sets out suggested routes for how elected members can work with Local Area Teams to establish local priorities for children and young people and how these can be addressed.
- 27. Community and Partnership Officers from Local Area Teams have engaged members individually and through ward meetings. This is generally in response to an identified need for children, young people and families within the community. The Community and Partnership Officer in most cases have facilitated a discussion and developed a solution to address the identified need. Some case studies of problem solving within localities with elected members are provided in Annex B.

Healthy Child Service

- 28. The foundations for almost every aspect of human development – physical, intellectual and emotional – are set in place during pregnancy

and early childhood and the quality of these early years can impact throughout the life course. There will be challenges within a child or young person's life and times when they require additional support. Universal and targeted public health services provided by health visiting and school nursing teams are crucial to improving the health and wellbeing of children and young people.

29. The 0-19 Healthy Child Service in York is the agreed local delivery model for the Healthy Child Programme (HCP) and for improving health outcomes for children and young people across the city. The HCP is a universally available programme for all children, which aims to ensure that every child gets the good start they need to lay the foundations of a healthy life, provided by health visiting and school nursing teams. The universal reach of the HCP provides an invaluable opportunity from pre-birth to identify families that are in need of additional support and children who are at risk of poor outcomes.
30. Following the council's decision to bring the Healthy Child Service into the Local Authority in 2015 there has been a great deal of activity in this area. This has included the logistics of transferring this established and important service into the local authority. Subsequently the service has undergone a further restructure to establish the service to meet the requirements of the service and to meet the needs of local families. Public Health and Children Education and Communities have worked very closely to define the scope of the service going forward and how best to achieve this.
31. On the 1st August 2017 the Healthy Child Service became part of Local Area Team arrangements. This means they are part of a multi-agency and multi-disciplinary team working within localities. They work alongside early help practitioners, midwives, housing officers, Police Community Support Officers and the voluntary and community sector. This ensures the provision offered by the Healthy Child Service is integrated alongside key services that families will access to differing degrees based on need.

Young People's Services @ 30 Clarence Street

32. In 2016 the Council Executive agreed to the creation of a new partnership based offer for young people alongside adults from 30 Clarence Street (formerly Sycamore House). This would allow for a more integrated offer to young people within a city centre location.
33. The creation of a new partnership based offer has been a significant undertaking and achievement. Young people can now access a range of support from a city centre location that has undergone significant

renovation to meet the needs of the service and service users. Young people can access:

- a. Universal information and signposting drop in three times a week.
 - b. Specialist careers information advice and guidance for young people aged 16-18 that are Not in Education Employment or Training.
 - c. Counselling for young people aged 16-25 years old.
34. These services are delivered alongside the Adult Mental Health Recovery Team and York Mind who are commercially leasing the first floor.
35. The impact of this work has been:
- a. Retained a city centre offer for young people
 - b. Refurbished a building to make it fit for purpose for a range of organisations
 - c. Established a cross-council and multi-agency space within the city centre.
 - d. Generated a capital receipt of £431k for the local authority through the sale of Castlegate.
 - e. Reduced facilities costs by £27k per year
36. In July 2016 the Council Executive took the decision to seek an alternative provider for the continued delivery of the counselling offer (for young people aged 16-25 years old). Following the launch of Local Area Teams in January 2017 work has been undertaken to progress the development of the required documentation to enable this to happen. At the time of presenting this paper an invitation to tender is currently open and partners are being encouraged to apply. No saving is required but it is hoped that by placing this part of the offer with an appropriate partner organisation that it can have a greater scope to develop further and integrate with other well-being provision. It is anticipated that a new provider would be in place from April 2018 but this timeline could be subject to some change.
37. Great care was taken in the process of moving services out of the Castlegate building. It should be noted that due to the move into 30 Clarence Street that a significant amount of accumulated resources and furniture would no longer be required. An event was held for community

groups and partners to visit Castlegate and make requests for resources and equipment, that would otherwise have been disposed of. The event was exceptionally successful and has meant many community groups have benefitted from gaining equipment that can continue to benefit children and young people in the city.

38. From the launch of the new offer to young people at 30 Clarence Street to date (24th July 2017 to 4th October 2017) 676 young people have used the building on a drop-in or appointment basis. Directly comparable statistics for the delivery of services from the Castlegate building are not available.
39. Given that the new partnership offer has become established within 30 Clarence Street work will focus on future developments. This will include involvement of young people in the development of the offer and promotion of 30 Clarence Street to young people and partners agencies.
40. In addition “The Haven @ 30 Clarence Street” launched on Monday the 30th October. The Haven @ 30 Clarence Street will be operated by Mental Health Matters on behalf of Tees, Esk and Wear Valleys NHS Foundation Trust (TEWV. The out of hours service will provide information and support around mental health crisis prevention, as well as signposting and facilitating access to other relevant and appropriate services, agencies and activities. In addition The Haven will also provide training and employment advice and informal peer support and buddying groups.
41. Anyone aged 16 and over will be able to access the service. The services will initially be open 6pm-8pm, 7 days a week, 365 days a year, including Bank Holidays. By the end of January 2018 the service will be available every evening from 6pm - 11pm. No formal referral or appointment is required, carers are welcome and people don't already have to be under the care of TEWV.

Council Plan

42. The development of Local Area Teams directly relates to the Council Plan 2015-19 priorities:
 - a. ‘A focus on frontline services’ - to ensure all residents, particularly the least advantaged, can access reliable services and community facilities.
43. The introduction of this new operating model is a major part of delivering the shared, partnership vision and priorities of the new Children and Young People’s Plan 2016-20:

- a. Vision: Children and Young People are at the heart of our City and of everything we do. Delivering 'Safe, resilient and Achieving' services with 4 fundamental priorities:
 - i. Early Help
 - ii. Emotional and Mental Health
 - iii. Narrowing Gaps in Outcomes
 - iv. Priority Groups of Children and Young People

Risk Management

44. Throughout the development of Local Area Teams a risk register was in place to identify and mitigate any risks. This has now been revised to reflect risks associated with the roll out of Local Area Teams. Identified risks and the management of these are shared on a regular basis with the Directorate Management Team for Children, Education and Communities.

Recommendations

45. Members of the Learning and Culture Policy Scrutiny Committee are asked to note this report.

Reason: To keep Members updated on the implementation of Local Area Teams.

Contact Details

Author: Niall McVicar Head of Early Help and Local Area Teams Tel: 01904 554440	Chief Officer Responsible for the report: Jon Stonehouse Corporate Director of Children, Education and Communities
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Specialist Implications Officer(s) N/A

Wards Affected:

All



For further information please contact the author of the report

Abbreviations

CPO – Community and Partnership Officer
 HCP – Healthy Child Programme
 HCS – Healthy Child Service
 LASP – Local Area Support Practitioner

LAT – Local Area Team

NEET – Not in Employment, Education or Training