

LOCAL AREA TEAMS

YORK'S EARLY HELP AND PREVENTION MODEL

WHAT IS A LOCAL AREA TEAM?

Local Area Teams (LAT) are a key part of York's early help response to working with children, young people and families from pregnancy through to adulthood (the 0-19yrs (25yrs for disability) agenda). A Local Area Team (LAT) is a multi-agency team covering one of three defined geographical areas of York. The purpose of a Local Area Team is:

- To prevent the escalation of needs which may require, if not addressed, statutory, complex and costly interventions at a later point.
- To reduce inequality of outcomes for our communities across York.

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. This way Local Area Teams can bring together the full power of our communities to address need and build resilience.

- We will look to provide meaningful support to the children and young people's workforce so they can play their role in early help.
- The support we offer is proportionate and escalates according to need.
- When considering if we are the best people to work directly with children, young people and families we will consider **need** vs **cost** (financial / social risk of doing nothing) vs the **capacity** of others.
- Where we are the ones leading work directly we will always look to **build the capacity** of others to lead / support those needs in the future.

LOCALITIES

The map below shows how Local Area Teams reach across the city. Local Area Teams will have their office bases located at the three designated children's centres of:

- Tang Hall
- Hob Moor
- Clifton

Officers will be based in these locations but will operate across the city either through supporting other practitioners or work directly with children, young people and families.



OUTCOMES

Our ultimate aim is for all our children and young people to have a chance to be safe, resilient and achieving. To be this, they need:

- **Basic physical care** – Somewhere suitable to live, clothing, food.
- **Health** – Living a healthy lifestyle, access to dental care, good mental health.
- **Parenting / emotional** – Loving and nurturing parenting that develops resilience, self-management, aspiration.
- **Education and employment** – A good quality education that equips a young person for life, good employment opportunities and career prospects.
- **Positive social networks and communities** – The wider environment should support, encourage and develop strong identities and aspiration.
- **Safety** – A child's basic needs to be safe and protected from harm should be in place.
- **Responsibility and independence** – Children and young people should be given the opportunity to become responsible and independent in their decision making as they grow.

WHAT WE NEED TO TACKLE

Vision: "Children and young people are the heart of our city and of everything we do."
To achieve this vision all children and young people must be:

Safe

Resilient

Achieving

In order to be resilient we would want to see the following positive characteristics to be in place for all children and young people.

Basic physical care

Health

Parenting

Education and employment

Positive social networks & communities

Safe

Personal responsibility / independence

Aspirations and self worth

Reduction in homelessness
Reduction in rent arrears

Birth weight
Breastfeeding rates
Engagement with HCS
A&E
Admissions
CAMHS referrals

Improved attendance
CAMHS referrals
Referrals to statutory services

Improved attendance
Reduced levels
Not in
Employment,
Education or
Training

Reduced levels of anti-social behaviour
Increased engagement with positive activities

Reductions in incidents of domestic abuse
Fewer children in care and subject to child protection

Reduced dependency on services
Increased volunteering

CAMHS referrals
Self reported levels of well-being
Well-being service evaluation

Significant factors which can undermine a good environment for a child and young person are listed below. The list of factors is not exhaustive and nor are they the sole responsibility of the Local Area Team; rather the Local Area Team should be considered part of the wider multi-agency response to these challenges.

- Domestic abuse
- Substance misuse
- Mental health (parental and child/young person)
- A poor start to life
- Housing
- Poor physical health
- Risk of child sexual abuse and exploitation
- Debt / worklessness / NEET
- Poor family engagement (e.g. isolation, poor school attendance, poor engagement with support)
- Parenting
- Adult offending
- Lack of family or community resilience
- Poor service delivery and silo working
- Poor transitions

PLANNING FOR ACTION

Each Local Area Team would be expected to complete a local area outcomes plan reflecting the needs across families, communities and the themed areas identified. The LAT would work with partners to build the plans setting out the response in each area. These actions would reflect the building blocks of the new operating model. These building blocks are a new way of working and will describe the fundamental strands of work that Local Area Teams will undertake. They will change our approach, our language and our culture in early help and make outcomes for children, everybody's business.

Problem solving / coordination

Building capacity

Direct work with families

ENGAGEMENT

A wide range of partners have been engaged since October 2015 in developing proposals for Local Area Teams. A summary of feedback received and how this has influenced the new model is shown below. A separate summary shows feedback and changes made as a result of formal consultation with staff in scope.

You said...	We propose...
<p>That we aren't getting best value and use from our children's centre buildings.</p>	<p>We have carried out a consultation with families and practitioners where we set out proposals on changes to how we operate. In relation to buildings we proposed that we would look to work with partners such as schools to look at all aspects of how buildings are used. This includes if all buildings should continue to be designated as children's centres, who is best placed to operate buildings, what communities would value most from that space and how delivery could reflect on that need.</p> <p>The public consultation showed that 79% of respondents 'Strongly agreed' or 'Agreed' with this proposal.</p> <p>We will now look to progress the review of each children's centre site and take up conversations with schools and any other relevant partners on future potential use.</p>
<p>Issues arise when families have needs of a complexity that can't be met by capacity or skills within lead practitioners.</p>	<p>The resources don't exist to create teams of people who would take on all early help cases. So Local Area Teams will create new roles to provide escalating levels of support to partners, lead practitioners and families.</p> <p>Schools said they particularly valued skilled workers coming alongside lead practitioners to offer higher levels of input into complex cases. A new role of Local Area Support Practitioner will be created to provide this meaningful support. In cases with higher levels of need the Practitioner will do more. This support will include drawing together partners and brokering support from others, offer support with undertaking and coordinating assessments and potential direct work with children, young people and families.</p> <p>Local Area Support Practitioners will be regularly seen by schools and in the community and work to develop solutions in response to need. Each school cluster will have a dedicated Local Area Support Practitioner much in the same way as the Well-Being Workers operate.</p>
<p>Key services have long</p>	<p>This will not be an easy one to fix but there are two ways in which Local Area Teams</p>

You said...	We propose...
<p>waiting lists.</p>	<p>will work to tackle this.</p> <ul style="list-style-type: none"> • Better commissioning – We are proposing to draw together into a single fund all children and young people’s commissioning funding held by the Local Authority. <ul style="list-style-type: none"> ○ Where partners and communities identify common city wide issues (school readiness, speech and language development, mental health, domestic abuse etc) Local Area Teams will work together with other commissioners to commission at a city wide level. ○ Where challenges are particular to an area, Local Area Teams will work with partners to carry out localised and agile commissioning to address need. • A special ‘waiting list’ task group will target key pressure points with the sole focus of finding innovative solutions to improve timely and appropriate access to services. • More proportionate levels of support – We will work to build capacity to give proportionate responses at different levels of need. This means taking a whole system approach to addressing capacity. In doing so we will look to: <ul style="list-style-type: none"> ○ Build capacity in families and communities to be more resilient. ○ Workforce development throughout key partners to up-skill knowledge of frontline practitioners. ○ Work with, support and challenge partners across the city to make support services more responsive to need.
<p>Schools want to be part of the solution</p>	<p>We want schools to be part of the solution. Local Area Teams will bring together all partners working with families in local areas. This is about bringing services closer to families and really understanding the needs of different areas. We are proposing that:</p> <ul style="list-style-type: none"> • Schools are a key driver in the development of Local Area Outcomes Plans which identify and respond to the needs of families. • The Local Area Support Practitioners will work on a very practical level with schools to meet families’ needs. • Community and Partnership Officers will work with key community partners including schools to build capacity in the local area. This will include supporting schools and partners to apply for funding or grants which could open up new and innovative ways of working. • That schools can shape commissioning that happens at a local level in response to need as well as at a city wide level. • A Volunteer Lead can help new volunteer programmes such as parent mentoring to become established.
<p>Services too often work in isolation.</p>	<p>The Local Area Team responds strongly to this by bringing together all relevant partners in a local area. The Local Area Teams can help to bring together all partners including schools, health, police, housing, Jobcentre Plus, the voluntary and community sector and more.</p> <p>A key role of the Local Area Team is to support and challenge these services to work together, improve joint working and relentlessly tackle inefficiencies.</p>
<p>Information sharing needs</p>	<p>We can see that sometimes there is confusion or cautiousness about sharing</p>

You said...	We propose...
to be improved.	information at an early help level. Local Area Teams will introduce partnership based approaches to information sharing and consent . This will give all practitioners a clear understanding and solid foundation from which to operate and improve information sharing.
We need to maintain a holistic, non-stigmatising city centre offer.	<p>It has been decided that a new city centre offer to young people will be created at Sycamore House. Key features of the new model will be:</p> <ul style="list-style-type: none"> • Maintain a universal drop in information/signposting offer. • Provide a base for appointments and group work with young people. • Provide space for a complementary voluntary and community sector partnership to be permanently based at Sycamore House. • Seek to find a community partner to deliver the counselling offer to young people up to 25 years old. • A joint venture between adults and children’s parts of the council.
How does the LAT link with the School Wellbeing Service (SWS)?	<p>The jointly funded School Wellbeing Workers (SWW) are managed by the Local Authority, clinically supervised by CAMHS and based across a cluster of schools. Their focus is to work with children, young people and school staff around emerging and developing mental health need. They provide schools with training, consultation and advice, direct work in partnership with school staff and increased communication with specialist CAMHS services. Referral to SWS is via a consultation discussion between SWW and pastoral lead in the school. SWW will work closely with LASP around the early help offer where there is a clear and identified mental health need.</p>

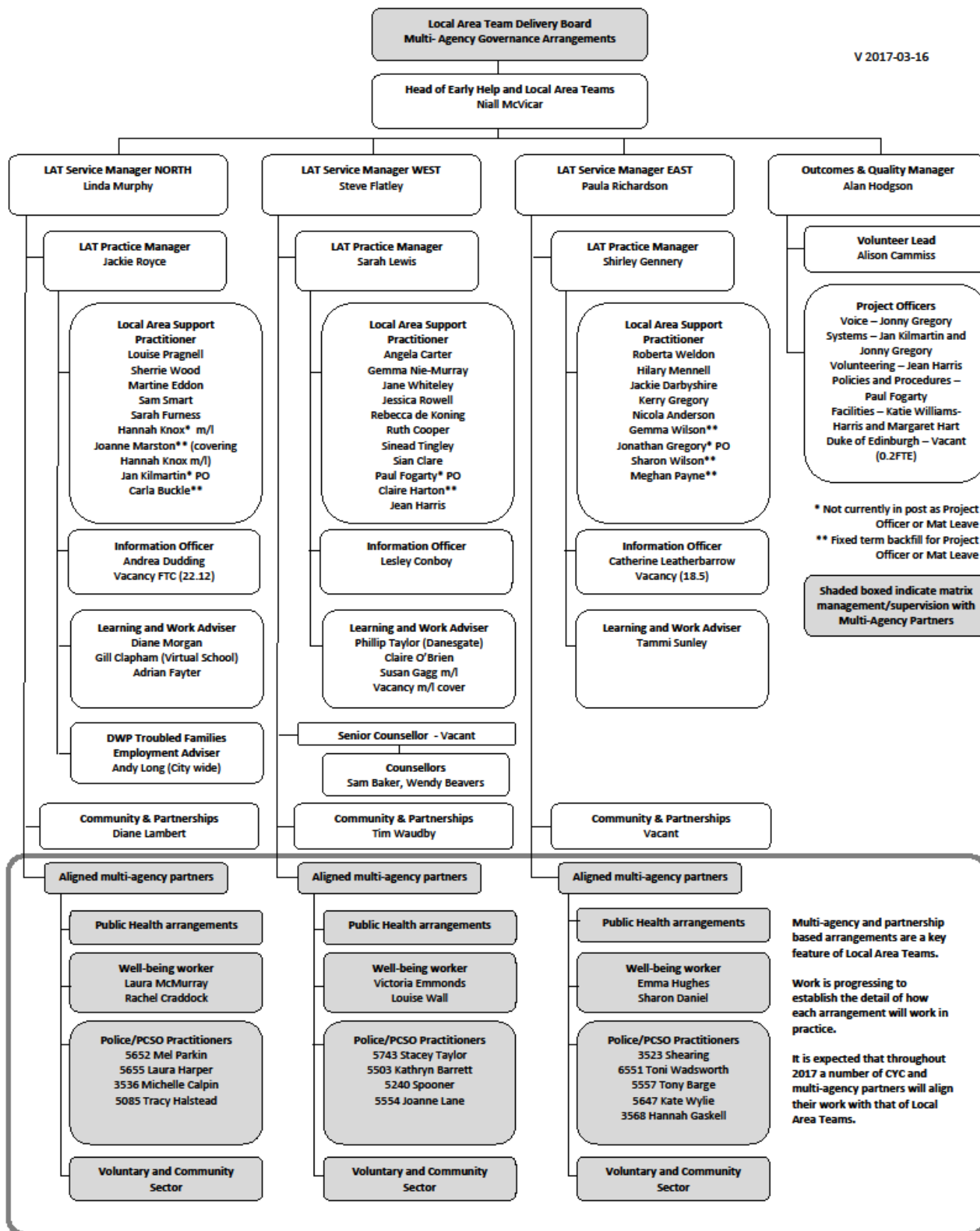
THE PEOPLE OF LOCAL AREA TEAMS

A key feature of the new model is the multi-agency scalability of the new structure. Over the course of 2017 we will be working with a number of multi-agency partners to develop and extend the model. These include:

- Well-being workers
- Health Visitors / School Nursing service
- Police / PCSOs
- Health providers
- Department for Work and Pensions
- Housing
- Community Links
- Local Area Coordinators

Bringing these partners on-board makes the offer made by Local Area Teams much broader and richer. Some of the new roles that are proposed in the teams are described in more detail on the following pages.

V 2017-03-16



Business Support Arrangements

- Angela Myers
- Becky Smart
- Hazel Burton
- Jane Lewis
- Kerry Hudson
- Pru King
- Jayne Daniel
- Angela Airstone

An interim Business Support SLA has been developed that will cover the initial months of Local Area Teams. As the new service becomes established this SLA will be updated to reflect the developing requirements of Local Area Teams.

Business Support will align within Local Area Teams and will be predominantly based within localities and supporting the city centre offer to young people.

THE LOCAL AREA SUPPORT PRACTITIONER

The Local Area Support Practitioner (LASP) is all about ensuring the right response to what children, young people and families need. LASPs will be visible, named contacts and form strong relationships with key partners in the local areas such as schools, childcare providers, health provision and the voluntary and community sector. They will be regularly seen in these settings and act as a key source of support for families and for the children's workforce.

They will look to understand what support the various practitioners across the local area need when working with families to get long lasting results, and to balance their responsibilities as lead practitioner with the rest of their work. The range of support from the Local Area Support Practitioner could range from talking through options and providing information, helping assess a family's needs, to drawing together partners to support families and provide meaningful and escalating support to families and lead practitioners. In some cases they can take on the role of lead practitioner. Before taking on a lead practitioner role consideration needs to be given to **need vs cost** (financial / social risk of doing nothing) vs the **capacity** of others.

The Local Area Support Practitioner isn't about a person who can "take on" all early help cases. They are people who can make the early help system work, get the right levels of creative response and help sustain improved outcomes for families.

Local Area Support Practitioners are expected to be able to work across the 0-19 (25yrs for identified disability) age range but will take on specific age range portfolios where they are expected to have a deeper knowledge. The distribution of these portfolios will reflect key developmental stages, supporting transition and the range of issues identified that affect better outcomes for children.

THE LEARNING AND WORK ADVISER

The Learning and Work Adviser works directly with young people aged 13 to 19 (25 with disability) years old to identify and remove barriers to meaningful education, employment and training. They work with schools, colleges and local employers particularly to support priority groups of young people who are in care, youth justice, those attending alternative educational provision and young people who are Not in Education, Employment or Training (NEET).

The Learning and Work Adviser will operate in communities through Local Area Teams and also through the new city centre offer for Young People (16+) at Sycamore House. As with the Local Area Support Practitioner the way the Learning and Work Adviser operates escalates in response to need. Working alongside partner agencies they can be part of a package of support for a young person and, where appropriate, can also take on the role of lead practitioner. Before taking on a lead practitioner role consideration needs to be given to **need vs cost** (financial / social risk of doing nothing) vs the **capacity** of others.

THE INFORMATION OFFICER

The Information Officer is there to help all young people, mums, dads, carers and practitioners to understand their options. They have at their fingertips information about all relevant services, groups, activities and forms of support across the city. The Information Officer can provide information and help signpost people to the right support at the right time.

The Information Officer can also provide a "whole picture" view for practitioners of a child or young person's world. This shows which practitioners are already working with families and the history of service involvement. This can help inform assessments and make joint working much easier and effective.

As well as providing information and signposting, Information Officers are expected to support the delivery of key information duties. For example supporting the delivery of the city centre offer to young people, the Local Offer information, two year old funded childcare, and proactively identifying families for support i.e. NEET, Troubled Families tracking etc.

THE COMMUNITY AND PARTNERSHIP OFFICER

The Community and Partnership Officer is all about making connections and building capacity. They will work with all local partners to help local groups and services respond to the needs of communities. This could be by supporting groups to access information to help them grow and become sustainable through to providing joint funding or commissioning. From toddler groups, to summer activities, to youth clubs, to parenting programmes and area based packages of family support. It is all about the Community and Partnership Officer really knowing the needs of their patch and playing a leading role in developing capacity to strengthen social and community networks in the area and to reduce isolation.

The Community and Partnership Officer will work to join together the dots of community capacity and resources to best meet local needs. They will look to make strong links between the work of LATs and ward budgets / priorities, school funding, community funding, grants etc.

Where issues need a city wide response the Community and Partnership Officers from across the city will work with the Outcomes and Quality Manager to support larger scale and longer term commissioning / capacity building.

THE COUNSELLING OFFER

The counselling offer aims to encourage good emotional health and well being in the young people of York who are aged 16 – 25yrs. This counselling offer comes at an important time in young people’s lives as they transition towards adult hood. There is a commitment to ensure that young people can still access good quality mental health support at this time of transition.

In July 2016 the council Executive agreed to explore different options for how this counselling offer could be best delivered in future. This would mean finding a suitable partner that could provide an appropriate infrastructure to support the ongoing delivery of counselling. This is an important process to get right and will be taken forward in 2017. In the meantime the counselling offer will continue to be delivered initially at Castlegate before relocating to Sycamore House.

THE VOLUNTEER LEAD

As well as providing support and building capacity in partners, Local Area Teams will also directly operate some volunteer programmes. These volunteer programmes are all about building some capacity to create another option in the landscape of support available at an early help level.

The existing volunteer programme will be remodelled in order to ensure it is sustainable and can grow to meet the needs of Local Area Teams. This means the LAT volunteer programme will draw upon the capacity of all other roles in Local Area Teams in different ways. For example front line staff will provide a level of supervision and support to volunteers who may be operating as support or mentors to children, young people or parents.

In addition to the establishment of the LAT volunteer programme the Volunteer Lead will develop a new model for providing volunteers to other service areas; for example: requests for Independent Visitors or Volunteer Advocates. The new model will place the volunteer offer for LATs and these wider services on a more secure and sustainable footing.

THE PROJECT OFFICERS

Moving towards Local Area Teams represents a huge change to how we work. Ensuring the safe and effective transition from existing practice to the new model will require some additional capacity. The Project Officers will provide some fixed term capacity to support changing how we work in a number of different ways. Work undertaken by the Project Officers will include:

- Commissioning
- Quality Assurance / Workforce / Outcomes
- Facilities
- Multi-agency
- Operational (inc. Duke of Edinburgh)
- Systems / Data

- Communications

THE LAT PRACTICE MANAGER

The LAT Practice Manager is focussed on day-to-day management and support for front line practitioners. They are there to support practitioners with their workload, discuss progress, unblock challenges and keep the machinery of early help moving.

The post provides operational management, supervision and support to the Local Area Support Practitioner, Learning and Work Advisers, the Information Officers and some multi-agency staff. They support their staff to ensure quality, consistency and positive outcomes. Acting as a point of escalation they can help to unlock challenges or work with partners that may have become stuck.

They work to make sure that the people they manage have the right skills, knowledge and professional development for their work and future progression. As well as supporting staff across the pregnancy to adult hood agenda they have a deeper operational knowledge in particular age ranges and themes that can be drawn upon by LATs across the city. This gives depth as well as breadth to their work and ensures that across the city there is sufficient operational knowledge and management in place to support staff.

THE LAT SERVICE MANAGER

The LAT Service Manager role plays an important role in having complete oversight of a particular Local Area Team as well as leading key priorities on a city wide basis. The LAT Service Manager will need to secure the commitment and involvement of partners in local areas and across the city on the full range of agendas that affect family life. York has a history of working in partnership but there is a clear need to make a step change in how we all work together in order to rise to the challenge of securing good outcomes in the face of changing resources.

The LAT Service Manager brings together partners in each area to agree to shared priorities and commit to working together under a local area outcomes plan. They manage relationships with partners such as schools, the police, health and community leaders, supporting and challenging these as required. They need to change the picture from silo working to working in partnership, from co-location to true integrated working.

The LAT Service Manager will also be the key strategic lead for priority areas across the city. For example one of the LAT Service Managers may have a particular strategic responsibility towards ensuring the early years offer across the city is functioning as it should. Another manager may well take on particular responsibility to draw together the resources and delivery required for the city centre offer to young people.

There is a huge framework of statutory legislation and guidance that underpins the work of Local Area Teams across the 0-19 agenda. Working Together, Children's Centres, Children and Families Act, SEND Code of Practice, Education and Skills, the Childcare Act, to name a few. The LAT Service Manager needs to make sense of this raft of different requirements and inspection frameworks for their area of expertise and ensure that service delivery is both effective and in line with what is required.

THE OUTCOMES AND QUALITY MANAGER

Key questions that the Local Area Teams will need to ask themselves are:

- What outcomes are we trying to improve?
- What is actually happening to these outcomes?
- What interventions and ways of working make a difference to these outcomes?

The Outcomes and Quality post is all about getting under the skin of these questions and understanding the impact of Local Area Teams, driving their continuous improvement. They will operate across the city and ensure a consistency of quality to the early help offer.

They will hold an overall city wide responsibility for the Troubled Families programme and ensure that this is embedded within the work of Local Area Teams and partners. Working alongside the capacity provided by the data and systems Service Level Agreement they will ensure that Payment By Results for Troubled Families can be claimed and will meet auditing requirements. This is vital in securing income that supports the work of Local Area Teams.

The Outcomes and Quality Manager will also work with the Head of Early Help and Local Area Teams to commission city wide and build longer term capacity in response to need. This commissioning will tackle common features of early help needs seen across the city.

THE HEAD OF EARLY HELP AND LOCAL AREA TEAMS

The Head of Early Help and Local Area Teams has overall responsibility across the city for delivery of the new operating model and the city's Early Help Strategy. They will take the strategic lead across a number of early help agendas and drive the city wide multi-agency governance arrangements underpinning the work of Local Area Teams. This means engaging with the YorOK Board, the Safeguarding Children's Board, the Council Executive and Elected Members. In addition they play a key role in ensuring the work of Local Area Teams works in the context of an overall system for children and young people. This means how it works in relation to statutory level social care interventions, education, SEND and to the wider agenda of the council and of multi-agency partners.

LOCAL AREA TEAMS – A SUMMARY OF THE PROPOSED OFFER

The boxes below show how the key features of the offer will look and feel to different groups.

Children and Young People

- Good quality information and signposting available to all children and young people on any aspect of life.
- Information will cover things to do, places to go and people who can help.
- Information and signposting provided online, by phone, by email, in communities and for young people through the city centre location.
- A range of positive activities and things to do throughout York (delivered by a range of partners).
- A city centre drop providing more in depth support on key areas around information, access to support, employment, mental health and becoming an independent adult (delivered alongside partners).
- Helping young people to have a voice and an individual say in their lives and in the shape of the city.
- People who work with young people have the right skills and can provide support that the young person feels makes sense and joins up.

Parents/Carers

- Good quality information and signposting available to all parents and carers on any aspect of family life.
- Information and signposting provided online, by phone, by email and in communities.
- A range of supportive groups and services at key stages of family life (pregnancy and pre-school, primary school, secondary school, moving into adult life).
- Access to more in depth support at times when families need more. This could be around parenting, housing, domestic abuse, mental health, substance misuse etc.
- Access to information and support at locations across York.
- Support for families to have a voice and not have to tell their story too many times; they feel services are joined up.
- Families feel their early help offer leaves them in a stronger place at home and in their community.

Practitioners

- Bring all agencies together to problem solve, identify barriers to progress and improve integrated working.
- Identify the needs of local areas and build capacity to address those needs (e.g. training, commissioning etc).
- Work to ensure proportionate interventions are available from a range of sources which match local need.
- Provide support to lead practitioners through:
 - Good quality information on options at an early help level.
 - A whole picture view of a child's world (information on history, service involvement etc).
 - A dedicated, named contact to work alongside lead practitioners.
 - More support where families have higher levels of need. E.g. drawing together partners on barriers to progress, brokering support, supporting delivery of assessments.
 - Where needed, direct work with children, young people and families from 1:1, one-off or group based to whole family approaches.

HOW LOCAL AREA TEAMS WORK

All work undertaken by Local Area Teams can be characterized by the building blocks of **problem solving, building capacity or direct work**. The table below gives more practical examples of how work will look for Local Area Teams. The table shows a nominal low, medium or high intensity to building blocks at different levels of work. This is purely to give a sense of expectation rather than be an absolute guide. The clear aim is that we look to ensure sustainable outcomes for families that are achievable within the resources available. This will mean that we will want to generally have the default position of supporting others in direct work and building capacity and resilience in others.

Work	Problem solving	Building capacity	Direct work	Narrative	
Leading direct work	Medium	High	High	This is where we would be leading on a direct piece of work with a child, young person or family. The service is not designed to support a large number of pieces of work at this level or for extended periods of time. This should be only used where need would clearly escalate without intervention and we are confident we are the right people to lead the work. A clear exit strategy should be in place which includes building capacity in others.	
Direct work as part of a bigger plan	Medium	Medium	High	In these cases we may well be doing direct work but as part of a bigger plan around a family. The service is not designed to support a large number of pieces of work at this level or for extended periods of time. Our work within this should be defined and contributing towards a clear outcome. We should know at what point our role ends or changes and guard against drift into extended periods of work.	
Brokering	Initial response / Information gathering	Medium	High	Medium	Here some additional input may be required to initiate early help. This could include supporting the initial information gathering, supporting the initial assessment, providing support to the lead practitioner. It should be a clearly defined enhanced support to help initiate a piece of early help work that can be sustained by a lead practitioner. This could include additional support where cases are stepping down to ensure they land safely at an early help level.
	Tackling drift / ensure progress / moving on	High	High	Low	Where families are stuck for an extended period of time at an early help level a more active role may be played in ensuring progress. This includes reviewing assessments and plans and bringing in more multi-agency partners to drive towards outcomes.
	Coaching / advice	High	High	Low / none	This is practical day to day coaching and advice to be given to partners and lead practitioners to support them in their role, understand and draw upon interventions to delivery improved outcomes.
Assurance	Low	Low	None	This is where nothing other than seeking assurance that work is taking place and progress is being made/sustained is required.	
Flagging	Low	Low	None	This is purely a early help concern flag to be added to records within Mosaic. In isolation it should not trigger any new pieces of work but should be seen within the overall context of a families needs.	
Information	Medium	Medium	Low	This is the provision of information to support early help. It does not form a caseload. It is in response to specific questions/need. For example details of services, childcare, processes etc.	

IF YOU HAVE A CONCERN ABOUT A CHILD OR YOUNG PERSON

THE 'FRONT DOOR' PROCESS REMAINS THE SAME

- You should contact the Children's Front Door on **01904 551900**.
- If you are worried a child or young person is at risk of, or is being, hurt or abused select the option to speak to the Referral and Assessment Team
- If a child or young person has emerging or escalating needs select the option to speak to your Local Area Team.