

ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS

| | | |
|----|------------------------|--|
| 1. | Meeting: | Children, Young People's and Families Partnership |
| 2. | Date: | 14th January |
| 3. | Title: | Foundation Years Service/ 'Best Start' strategy |
| 4. | Programme Area: | Schools and Life Long Learning – Children's Centres as part of the Early Years and Child Care Service |

5. Summary

In order to continue to improve outcomes for children and families, as a result of service delivery across all Rotherham's Children's Centres, it has become increasingly apparent that improved integrated multi agency partnership working is urgently required. This is especially the case for the future improvement of outcomes for the most disadvantaged children and families, within the context of an integrated early help offer. This, together with the context of the significant restructuring of the 22 Children Centres across Rotherham, (September 2013 – April 1st 2015), will result in a reduction of the number of designated Children's Centres, but at the same time increase the size of each remaining Children Centres reach area. This means individual Children Centres will have greater numbers of children and families to work with from April 2015. In order to meet this challenge, work started in March 2014 to plan and develop an improved and sharper integrated multi agency partnership working arrangements, with a particular focus on Health, with Children Centres at the hub of each locality. This was initially, through the concept of a 'Foundation Years' service, which has now evolved into an integrated 'Best Start' Partnership Strategy'. This strategic work, which is being completed jointly by both strategic and operational staff (including Children Centres; Public Health; Rotherham Health Foundation Trust; Troubled Families/Early Help; Voluntary and Community Sector; LA performance management; and schools is still ongoing and developing. This paper describes the nature of this development work and the progress being made.

6. Recommendations

For the group to receive and take note of information and progress being made with regard to the development of the 'Best Start' strategy

7. Proposals and Details

A short term aim of the 'Best Start' Strategy, is that by April 1st, 2015, (to coincide with the implementation of the restructuring of Children's Centres) the following will be in place and being implemented to support increased and improved integrated partnership working for the benefit of improving outcomes for children and families.

- Agreed data sharing information and reporting protocols between Health; adult/family learning; DWP/Job Centre Plus; 'Troubled families'; LA Performance and Management team and Children Centres
- An integrated Children's Centre leadership team model, including representation from Health and 'Troubled Families', as well as the Head of Centre and lead Family Support worker
- An agreed mapped core universal Health service offer, including Health workforce in each locality/Children's Centre reach area.

Vision of an integrated 'Best Start' partnership strategy

Children's Centres acting as a hub for an integrated 'Best Start' partnership way of working with the following vision:

- A coherent, holistic and integrated approach to universal early childhood service delivery from pre- conception to 5, ensuring better targeted resources to meet children and family's needs to improve outcomes, particularly for the most vulnerable, within the context of community based services

Principles of the 'Best Start' partnership

- All children and their families across Rotherham would be entitled to a core offer of universal services. Upon identification of further need, additional services would be available at community and Borough level
- Engagement with early childhood health services (universal and targeted)
- Multiagency team approach from pre - conception to 5
- Sign up and agreed protocols for communication, reporting and sharing information and data
- All partners accountable, with responsibility for driving vision
- Working together to develop a plan to achieve the vision
- All partners agree and take responsibility to deliver the shared vision
- Quality staff development and quality assured service delivery
- Staff work in a professional, integrated and evidenced based way
- Barriers are removed to make sure the improved integrated partnership working is successful
- The service should be universal and community needs led
- All partners maintain core service delivery
- All partners will follow data and information sharing protocols (as agreed by the Data Sharing Task Group)
- All partners are to communicate effectively and efficiently

Development work so far

Stakeholders event held 2nd April 2014 –led jointly by Public Health, Head of Midwifery Services and LA Early Years and Child Care services. The purpose of this event was to gather initial views and ‘sign up’ from a range of key partners on a proposed draft vision, aims and principles to improve integrated partnership working within the context of Children’s Centre/locality service delivery. This event was attended by senior strategic representatives from CYPS; Public Health; Rotherham Health Foundation Trust; Midwifery, Health visitors; Voluntary and Community Sector; Troubled families, social care; adult and family learning service; Headteachers; school governors

May 2014, the creation of a Best Start strategic group with agreed terms of reference. Membership representation reflects the above range of integrated services at a senior strategic level. A project plan and timeline was agreed. In September 2014, a presentation and learning was gained from Leeds LA ‘Early Start’ programme (a model of integrated partnership working). The Best Start strategic group continues to meet alternate months, since May 2014, and receives feedback from each of the chairs of the 3 Best start task groups

June 2014, creation of 3 individual task groups, with agreed terms of reference and action plans, which focus on driving agreed actions and development work required to meet the expected outcomes as of April 1st 2015. These 3 task groups have representation of integrated service membership, including operational staff from Children Centres and Health, Voluntary and community sector; LA HR and performance management staff. These individual task groups continue to meet on a monthly basis. The task groups are as follows:

- Integrated leadership task group
- Data and performance task group
- Universal service offer/Resources/Buildings and staffing

Completed tasks by members of the integrated leadership task group, as referenced to this groups agreed terms of reference and action plan priorities.

Review of Job descriptions for Head’s of Children Centres, lead Family support workers, with reference to the integrated leadership model for Children’s Centres.

The creation of a visual integrated leadership model/structure for Children’s Centres, including ‘team around the child locality meetings’. This diagram identifies proposed attendance, purpose, remits and expected outcomes for each element of the leadership model. This continues to be a ‘working document (**See appendix A**)

Created ‘Best Start’ workforce principles/ shared vision statement/philosophy regarding ‘Best Start’ integrated working

Learning from a visit to Woodville Children’s Centre in Derbyshire (7th January 2015) – to inform the development of Children’s Centres advisory board groups- as part of the integrated leadership model

Completed tasks by members of the Integrated Data and performance task group, as referenced to this group agreed terms of reference and action plan priorities

This group has developed an agreed Rotherham protocol for sharing integrated data and information between multiagency services and Children Centres. This includes the identification of specific data streams, and what should be shared, by whom and when. (See appendix B)– Best Start protocol sharing document, and data requirements

As Part of the LA Transformational Challenge Award bid for Mash developments (which has been successful), and included some development funds for a ‘single view of a child’ This is a data system which will enable data streams from all organisations to be collected, identifying which services are working in identified children-

Completed tasks by members of the Integrated Universal service offer/Resources/Buildings and staffing task group, as referenced to this groups terms of reference and action plan priorities

Alignment of the new Children Centre boundaries to that of Health visiting boundaries

Completed draft single referral form for all services to use to refer into Children’s Centres

Working on a universal Health pathway, including ‘Baby and Beyond’ programme

Mapping of existing buildings in each new Children Centre reach area, which are presently being used for the delivery of ‘early help’ services. This includes the identification of RMBC buildings; GP surgeries, libraries and Children Centre buildings (including Children Centre buildings that will becoming ‘linked sites from April 1st 2015). Work on the mapping of buildings is continuing.

7. Finance

At present there has been very little cost to the work involved in the initial stages of the development of the Best Start integrated partnership strategy. This is due to the initial work being focused at a strategic level. Costs for the stakeholders event in April 2014, was funded from the Early Years and Childcare budget.

Costs will need to be identified and planned for, and a decision as how these will be funded. These costs will primarily be needed to cover integrated service staff training, and a communication policy

9. Risks and Uncertainties

The recent proposal to restructure CYPS, suggests that Children Centre’s will be under the remit of Universal and Targeted services from April 1st 2015. With this

change in mind, the Best Start development work which has already been completed, together with a longer term vision for improved integrated partnership working between services needs to be considered and planned for prior to April 1st. This will ensure a smooth transition from implementing the short term aims by April 1st leading into a longer term vision

Plans to communicate the 'Best Start' strategy with and also gather the views of both families in communities and with operational staff from different early help services has been delayed until the above activity has been completed. The same applies to the required planned training of the relevant integrated operational workforce from services who provide early help offer, in order that improved integrated partnership becomes embedded and operational in each Children's Centre locality area .

Urgent consideration needs to be given to the possibility of the existing boundaries for Social Care and midwifery services aligning with the new Children Centre boundaries from 1st April 2015

10. Policy and Performance Agenda Implications

The initial work completed so far, through the Best Start strategy, will provide an effective foundation, enabling teams with the universal and targeted service to build further upon, in order to improve integrated service delivery of early help offer to families and children 0-19. This will also support the delivery of Rotherham's Children's and Young People's Services vision and also contribute to the achievement of outcomes as identified below.

The Vision for Rotherham's Children's and Young People's Services

Working with children, families and our partners, for Rotherham's Children's Services to be rated outstanding by 2018. Our key outcomes will be:

- Children and young people are healthy and safe from harm
- Children and young people start school ready to learn for life
- Children, young people and their families are ready for the world of work

11. Background Papers and Consultation

- Rewiring Public Services, Children's Services, LGA, 2013
- Evidence for the Frontline, Alliance for Useful Evidence, Dr. Jonathan Sharples, 2013
- Integrated Commissioning Strategy for Early Years services for children with additional needs 2008-2011, Devon County Council, 2008
- The Tail, How our schools fail one child in five: what can be done, Marshall, 2013
- Strategic toolkit for planning integrated working, 4 Children, 2010
- Bright Futures: local children local approaches, LGA, 2013
- Report of the Children and Young People's Health Outcomes Forum, The CYP Forum, 2012
- The State of the State 2013, In Search of Affordable Government, Deloitte and Reform, 2013

- Children and Families Bill, DfE, February 2013
- The Foundation Year: Preventing poor children becoming poor adults, Frank Field, Dec 2010
- Supporting Families in the Foundation Years, Frank Field, 2010
- Best Practice for Sure Start: The Way Forward for Children's Centres, Report from the all party parliamentary sure start group, July 2013
- Birth and Beyond, Department of Health, 2011
- Sure Start Children's Centres Statutory Guidance, Department for education, April 2013.

Contact Name : Frances Hunt – Assistant Head of School Effective/Head of Early Years and Child Care Service