

Children & Young People's Service Integrated Working Activity Plan 2009-2010 Miles Hapgood

Why is this important?

Integrated working represents radical change in ways of working across children's services. It is where everyone supporting children works together effectively with the child or young person to meet their needs and improve their lives. By front-line staff combining their professional expertise, knowledge and skills, and involving the child, young person or family (CYP&F) throughout, they can identify needs earlier, deliver a coordinated package of support that is centred on the child or young person, and help them to secure better outcomes. Integrated working is achieved through collaboration and coordination at all levels, across all services, in both single and multi-agency settings. It requires clear and ongoing leadership and management. At an operational level, it is facilitated by the adoption of shared service delivery models, tools and processes.

Objectives:

1. Embed the national and locally developed integrated working tools and processes across the partnership of children's services in Devon
2. Align, interface and replace care pathways across the partnership with the single CAF process
3. Develop robust qualitative and quantitative performance management framework to support the change programme and demonstrate the impact on outcomes.
4. Shift from coordinated to managed front line delivery engaging with local governance arrangements

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Area of Activity 1: Integrated working outcomes – Performance Reporting.

To develop a series of performance indicators that reflect qualitative and quantitative statistics supporting impact on CYPF & Staff, agency engagement, shift to prevention work, comparison with neighbours

Specific Tasks	Resource	Lead Officer	Milestones
<u>CYPF and LP ratings on effectiveness of TAC/Outcomes: CYPF Questionnaires, Analysis of CAF/Reviews, Case study samples</u>	Lynette Chapman	Dave Roberts	First formal report re evidence of effectiveness and impact of outcomes for families by 30/06/09
<u>Collate analyse and report on referral rates: Secondary Data from social care to establish a baseline set for each AXS cluster</u>	Lynette Chapman	Dave Roberts	First formal report re impact of CAF and IW process for Social Care referrals by 30/06/09
<u>Number of CAF's undertaken per 1000 child population: Analysis of existing data plus application of national and local knowledge to potential % of children that might be expected to be supported through CAF process</u>	Lynette Chapman	Dave Roberts	First formal report re CAF activity against % benchmark set for each AXS cluster, weighted by IDACI 30/06/09
<u>Number of lead professionals, including BHLP's by cluster area and partner agencies: Collation and analysis of existing data. Stats collated by organisation / professional role</u>	Lynette Chapman	Dave Roberts	First formal report on distribution of Lead Professional activity by organisation / role at both county and cluster level. 30/06/09
<u>LARC Evaluation proposition: CYP in need of additional support will have improved resilience because engagement in the CAF (IW) process by multi-agency practitioners ensures interventions are more personalised and effective against needs and services</u>	Lynette Chapman	Dave Roberts	LARC Evaluation Report Completed 30/06/09
<u>ERS / FRS: Determine key indicators for Managed Networks 30/06/09</u>			Produce first performance report 30/09/06

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Area of Activity 2: Integrated Working Front Line delivery

To further embed the cultural shift in co-ordinated networks and to broker a move to formally managed networks

Specific Tasks	Resource	Lead Officer	Milestones
<u>Co-ordinated Networks (Link Practitioner engagement):</u> Process support / direction to Pathway Coordinators		Dave Roberts	First 9 Pathfinder AXS Clusters fully 'assured' in use of Integrated Working tools and processes 30/09/09 Next 6 AXS Clusters to be further 'enabled' in use of Integrated Working Process 30/09/09 Final 4 AXS Clusters to be 'enabled' in use of Integrated Working Process 30/09/09
<u>Managed Networks:</u> Support development of operational model for implementation		Dave Roberts and Area Managers	Initial Options Proposal for Early Response Service (ERS) / Further Response Service (FRS) 30/06/09
<u>Managed Networks:</u> Initiate 09/10 secondment/collaborative working arrangements with key stakeholders.		Dave Roberts and Early and Further Response Service Managers	Staff identified for inclusion into ERS / FRS teams from social care, Extended Services in and around Schools (ESS), Learning and Development Partnership (LDP), Integrated Youth Support and development Service (IYSDS), Primary Care Trust (PCT), Schools, Early Years 30/06/09
<u>Managed Networks:</u> Support change management functions for practitioners, managers, heads of service and local partnership forums		Dave Roberts	Action Learning Sets, Discussion events, Local Children's Trusts (LCT) / Local Learning Communities (LLC) / Devon Association of Primary Heads (DAPH) / Devon Association of Secondary Heads (DASH) presentations - ongoing

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Area of Activity 3 : Integrated Working Processes

To streamline the care pathways across children's services which may require replacement or alignment with the CAF. This will be underpinned by the further development of national and local tools and processes. The promotion of resources on an online toolkit.

Specific Tasks	Resource	Lead Officer	Milestones
<u>Pathway Alignment with CAF</u> : Social care		Dave Roberts and Julie Ford	Finalise alignment proposals for sign off by Integrated Children' Service (ICSD) and social care Senior Management Teams (SMT) and establish new model 30/06/09
<u>Pathway Alignment with CAF</u> : Stepping Stones		Dave Roberts and Julie Ford	Finalise alignment proposals for sign off by ICSD and social care SMT's and establish new model 30/06/09
<u>Pathway Alignment with CAF</u> : IYSDS		Dave Roberts and Julie Ford	Finalise alignment proposals for sign off by ICSD SMT and IYSDS Board and agree start date for new pathway 30/06/09
<u>Pathway Alignment with CAF</u> : Children's Centres		Dave Roberts and Julie Ford	Finalise alignment proposals for sign off by ICSD SMT and SS Board and have implemented 30/06/09
<u>Pathway Alignment with CAF</u> : Further Education Pathway		Dave Roberts and Julie Ford	To follow 30/09/09
<u>Pathway Alignment with CAF</u> : Maternity Services		Dave Roberts and Julie Ford	Take pathway to HSLC for consideration/sign off. Identify 'specialist' midwives in Devon
<u>Integrated working Toolkit maintenance:</u> Add to content, update and maintain web based developments		Dave Roberts and Kelly Doonan	Ongoing
<u>Multi- Agency Thresholds:</u> Disseminate and implement Threshold 'descriptors' to be linked to 'Triage' Developments		Dave Roberts	Descriptors in use across AXS Cluster 30/09/09

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Area of Activity 3 : Integrated Working Processes

Specific Tasks	Resource	Lead Officer	Milestones
<u>Information Sharing:</u> Final Guidance / Key Principles and support resources are available for front line staff and CYPF		Dave Roberts and Tim Leishman	Information Sharing practice guidance in full use across AXS Cluster 30/09/09
<u>Service Directory:</u> Review and re-fresh content		Dave Roberts and Tim Leishman	Linked to IW Online Toolkit 30/09/09
<u>CAF IT:</u> Transfer existing data and input back dated data and implement new CAF / IT system Establish and deliver training programme to designated staff initially through Managed Networks.		Pauline Elliot and Dave Roberts	Fully updated 30/06/09 - system in use by PWC / Support Workers First cohort of ERS practitioners (36?) with access to CAF/IT 30/09/09
<u>Lead Professional Role:</u> Establish more formal Action Learning Set models across AXS Cluster Areas		Dave Roberts and Pathway Coordinators	
<u>Team Around the Child:</u> Provide increased consistency / support through AXS Support Workers			

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Area of Activity 3 : Integrated Working Processes

Specific Tasks	Resource	Lead Officer	Milestones
<u>Individualised Commissioning / BHL P:</u> - Finalise central allocations to Areas/ LCT's / AXS clusters base upon IDACI formula - seek other contributions to make up to full capacity as appropriate - Develop systems / process for devolved funding to manage BHL P at area level through ERS structure.			Allocations set and target figures identified for full year requirement 30/06/09 Budgets held and managed through ERS teams 30/09/09
- Further Development of IC model (EBHLPs), with use of RAS and case examples for evaluation - Develop 'Personalisation' discussion paper to include budget mapping - Identify 3 Complex Care cases to pilot IB process - Identify 3 Complex Care cases to pilot IB process		Dave Roberts and Samantha Alford	First report on impact / outcomes as part of LARC evaluation 30/06/09 30/06/09 - for July AXS Board Presentation / establish formal agreement to further develop piloting of Individualised Budgets
<u>ContactPoint:</u> - Set up service for parent/carer shielding requests - Meet DCSF shielding compliance standards - Gain organisational accreditation for ContactPoint team - Pass training course (examined) for manager, data and user administration - Take deployment of ContactPoint		Diane Demeger	14/05/2009 22/05/2009 30/06/2009 31/07/2009 31/07/2009

Area of Activity 4 : Integrated Working Strategy

Workforce planning/development through Children's Workforce Development Council toolkit, Development of key Partnership/Initiative interfaces such as Stepping stones and Integrated Youth Support and Development Service.

Specific Tasks	Resource	Lead Officer	Milestones
<u>Workforce Planning / Development:</u> Integrated working training programmes including Information sharing and Thresholds		Dave Roberts and Ana Simons	CWDC Report completed 30/06/09
<u>Key Partnership / Initiative Interfaces:</u> - Stepping Stones - Targeted Mental Health in Schools (TMHS) - Extended Schools (Disadvantage Subsidy / Think Family) - IYSS - Aiming High for Disabled Children		Dave Roberts	

Area of Activity 5 : Integrated Working Governance

Formalising the links and responsibilities of Local Children's Trusts and Local Learning Communities, establish broad reference groups to Quality Assure developments.

Specific Tasks	Resource	Lead Officer	Milestones
AXS Board - Formalise arrangements through implementation of Children's Trust IW Protocol for Devon		Dave Roberts	First Draft by 30/06/09
Integrated Working Reference Group		Dave Roberts and Julie Ford	Establish Integrated Working Reference Group and Task Groups
Local Children's Trusts and Local Learning Communities		Dave Roberts	Formalise links / responsibilities of LLC's and LCT's re AXS

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Risk Management

Identify the risks associated with achieving the objectives. Describe how the risks are to be managed and monitored under Business Continuity Intentions column. Calculate the likelihood and potential impact (Risk score) where 1 is unlikely to occur or low impact if it does occur and 5 is expected to occur and catastrophic if it does occur. Complete the risk table below as example. Only register here if risk over 15

Example: Likelihood 4 x Impact 5 = 20

Identified Risk	Business Continuity Intentions or measures to address risk identified	Risk score
Information governance arrangements remain complex	Establishing a formal partnership development and incident/risk handling group. Embedding of reporting, reviewing and monitoring procedures	4x4
Development of CAF IT system: problems with developer resource	Move of infrastructure to a managed environment	
Capacity to maintain online toolkit	Recruitment of dedicated staff	
Unreliability of National ContactPoint programme	Regular discussions with DCSF. Local contingency planning.	
Non alignment of nationally and sometimes locally related initiatives, e.g. Think Family, Disadvantage subsidy grant and parenting initiatives.	Escalation to Children's Trust and DCC SLG to assess strategic fit	
Inconsistent take up of CAF/Lead Professional responsibilities	Further development of performance monitoring, local service delivery plans, move from coordinated to managed networks of staffing groups	
Some delays in Integrated Working Self Assessment by key partners	Further support provided as resource.	
Ensuring clear and effective communication with Schools	Ongoing discussions with school associations	
Local Governance arrangements in support of the Early and Further response services	Ongoing discussions with Local Children's Trust Chairs	

Performance Management

Identify the performance measures associated with achieving the objectives These can be inputs, outputs and outcome measures. All local measures described will need to be set up in SPAR.net. A template is available if measures are not currently reported through SPAR.net, (contact julie.mitchell@devon.gov.uk).

National/ Local	Performance Measures/ indicators	Target 2009/10 (if appropriate)	Responsible Officer
Local	Child, Family, Lead professional ratings on effectiveness of CAF/TAC outcomes.	Still being developed	
Local	Collate analyse and report on referral rates to social care.	Still being developed	
Local	Number of CAFs per 1000, baselined against statistical neighbours.	Still being developed	
Local	Number of Lead Professionals by cluster area by agency/service.	Still being developed	
Local	Quality assurance levels of CAF process by AXS Cluster.	Still being developed	

Final checklist:

Have you addressed all **green issues** related to the delivery of these actions?

Have you identified how the **voices of children and young people** will be heard and how this will impact on improved delivery?

Have you identified and planned for **equality and diversity** implications arising from your proposed activities?