

16th September 2016**Agenda Item: 6****Children's Trust Executive Sponsor: Derek Higton****SCOPING THE SUSTAINABILITY OF CHILDREN, YOUNG PEOPLE
& FAMILIES LOCALITY MANAGEMENT GROUPS****Purpose of the Report**

1. To seek agreement for proposals to continue the district Children, Young People & Families Locality Management Groups (LMGs) from 1st March 2017.

Information and Advice

2. Locality Management Groups (LMGs) were developed in 2012 to have responsibility for locality-level partnership planning and delivery in order to achieve better outcomes for children & young people and their families.
3. They have a key focus on early help approaches to prevent poor outcomes, helping operationalise the strategic objectives set within the Children's Trust Children, Young People and Families (CYPF) Plan. Each LMG develops and implements their own local CYPF plans based on the priorities of the countywide plan.
4. LMGs increase integrated and partnership working by pooling resources, joint facilitation of interventions and improved service links to reduce duplication and increase efficient and effective practice. This has been particularly important in a climate of scarce resources.
5. A review of the LMGs was undertaken in Autumn 2015 and included feedback from local partners and members of LMGs. The review identified several recommendations including the need to continue to have LMGs because of their role for locality level planning and delivery; as well as improved governance with the Children's Trust. A report was presented to the Children's Trust Board in December 2015 and a subsequent annual report presented to the Children's Trust Executive in July 2016.
6. LMGs are currently facilitated by three Locality Managers within the Early Help Service of Nottinghamshire County Council. Their role includes communication with all local stakeholders, capacity building, developing and sustaining partnerships as well as the day to day running of the LMG meetings and events. They also have a lead locality performance management role of Children Centre Services so spend approximately 50% of their time focusing on locality partnership work. These posts however are due to be

disestablished in 2017/18 so a longer term solution is required if LMGs are to be sustained in the future.

7. An LMG annual report was presented at the Children's Trust Executive on the 15th July 2016, and a subsequent paper was requested by members to look at options for sustaining the LMGs in Nottinghamshire in light of the deletion of these posts.

Option Appraisal for the continuation of LMGs

8. There are a number of possible options to help sustain the facilitation of LMGs across Nottinghamshire:

A. Reduce the number of Locality Management Groups

- At present there is an LMG for each district with one merged LMG in Mansfield and Ashfield. There is scope to increase the boundary of each LMG to reduce them from 6 to 3. This would use the Children's Services and Community Safety Partnership boundaries of North, West and South, maximising the time of several of the frontline managers who currently attend 2 meetings per locality.

B. Reduce the frequency of Locality Management Groups

- Currently each LMG meets bi-monthly, this could be reduced to quarterly reducing meetings from 6 times a year to 4 times a year.

C. Alternative Lead Agency

- At this time the LMGs are facilitated by three posts within Nottinghamshire County Council. As posts within the Local Authority are due to be disestablished, there may be potential for other lead agencies to pick up the facilitation of the groups. Nottinghamshire County Council will not be able to fund this work from next financial year due to budget pressures.
- Following discussion with Voluntary and Community Sector organisations it was identified that there will be a cost for an organisation to manage and facilitate the LMGs, following the example of the VCS Children and Young People's Forum. Since NAVO closed, Home-start has been funded to chair and facilitate the Forum, however the chair has raised concerns regarding the lack of capacity to do the work justice; subsequently the frequency of meetings has reduced, impacting on attendance; with no capacity for any developmental work, resulting in their role becoming that of information exchange, rather than capacity building, partnerships and integrated working. Home-start identified that a full time post would be required to take on the leadership of the LMGs as this is not within any VCS contract. The benefits of VCS-led LMGs would be useful to promote the role of the VCS within local communities; however this would mean that each LMG could be led by a different VCS organisation risking the consistency of approach.
- There may be potential for the Community Safety Partnerships in each of the 3 localities to take on this function, however the focus on crime will need to be retained. Early feedback has confirmed that this is not a role they can incorporate in their work, however young people and families

involved in offending and the domestic abuse agenda continues to be included in their remit.

- Historically Children and Young People District partnership groups were led by District Councils as part of their Local Strategic Partnership work which required them to have this function. With the exception of Broxtowe Borough Council; there is no appetite to lead on these groups because of their wider focus on all age groups; district councils tell us that they are not sufficiently linked in to countywide children and families work so feel unable to take a lead role.
- There may be a possibility that the School Behaviour and Attendance Partnerships could lead on the facilitation of LMGs, but currently their focus is too narrow and they do not have the wider countywide knowledge of issues affecting all children, young people and their families, however they could support the engagement of schools in greater district level planning with other partners.

D. Alternative Funding

- Children's Trust members were keen to look at alternative funding sources to continue with the work. If alternative funding is required, it is more realistic to reduce the number of Locality Manager posts from 2.8 fte to 1 fte. This would be possible as the performance management of Children Centres will be led by a new Commissioning Manager post rather than Locality Managers; therefore increasing the capacity of one post who could facilitate LMGs if their frequency and boundaries reduce, and lead on all communication with partner agencies through regular e-bulletins and a quarterly newsletter focusing on services for children, young people and families. The draft Job Description is included in Appendix One of this report.
- The cost of one fte post would be £46,689 per annum, which includes on costs. There is potential to reduce the post to 0.8FTE and this would cost £37,351 per annum.
- Current funding allocated for the Locality Management function sits within the Early Childhood and Early Help service of NCC; however budget reductions mean that this funding stream will no longer exist and the work would not continue unless it is funded by partners. There is scope to identify funding from these possible sources:
 - i. Alternative NCC funding found from any potential underspends across Children, Families and Cultural Services in NCC. This option has been explored and any underspend would only be available for this financial year; yet the existing posts will still be in place until 31st March 2017.
 - ii. Contributions from all Children's Trust partner agencies could be sought using the example of the NSCB. There are 10 key member organisations represented on the Children's Trust (excluding the NSCB but including 6 CCGs, the Police, NCC, and a schools forum representative); this could result in potential contributions of approximately £4,669 per annum including a contribution by the

Schools Forum. If the post is 0.8FTE then the cost per agency would reduce to £3,735 per annum.

- iii. Children's Trust discussions on the 15th July 2016 included potential to approach the Private Sector for sponsorship of the groups. Early discussions indicate that the private sector would only be keen to provide funding to the VCS sector rather than the public sector; and they would require their contribution to fund a frontline service which directly impacts on outcomes for children and families, rather than to maintain local partnership working. If this is a preferred option, work to ensure sponsorship from a local ethical business would need to be sought.

If this is a preferred option, the post could be retained either within NCC Early Childhood and Early Help Services (current arrangement) or within the NCC Quality Improvement Service alongside the Children's Trust function.

Preferred Options

9. The preferred options to maintain the LMGs includes options A, B and D ii. This would mean that there are 3 LMGs rather than 6; with larger localities covering 3 areas rather than 6; and one full time or 0.8 FTE post funded by contributions from Children's Trust partners. It is however the decision of the Children's Trust to agree their preferred options to retain LMGs in Nottinghamshire.

RECOMMENDATION

- 1) The Children's Trust Executive review the options set out above and agree which option they would like to pursue to ensure the sustainability of Locality Management Groups.

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Background Papers

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

- LMG Annual report 2015/16 Children's Trust Report 15.07.16
- LMG Review Children's Trust Board Report 18.12.15
- LMG newsletter 'The Acorn' Summer 2016
- LMG action plans 2016/17

APPENDIX ONE

Job Description			
Title Locality Partnerships Manager 0-19	Department: Children, Families and Cultural Services	Post Ref	
Job Purpose Create and maintain high quality and effective partnerships at different levels across numerous service areas to maximise local resources in order to meet local needs. Provide leadership, management and co-ordination of integrated and commissioned children, young people and family services within each district of Nottinghamshire.			
Specific Responsibilities <ol style="list-style-type: none"> 1. Create and maintain high quality and effective partnerships at different levels across numerous service areas to maximise local resources in order to meet local needs whilst ensuring value for money and best practice. 2. Provide leadership, management and coordination of integrated and commissioned children, young people and families services within each District of Nottinghamshire. 3. Work with local partners to support improvements in measurable outcomes for children and their families pre-birth - 19 years. 4. Develop, co-deliver, and monitor a needs-based locality plan to ensure that accessible, high quality integrated services are available and targeted at those most in need. 5. To lead on the development and facilitation of district wide Children and Young People Locality Management Groups. 6. Work with colleagues within NCC to develop and regularly review district level data sets and needs assessments to inform planning and 		Key Accountabilities <ol style="list-style-type: none"> 1. To resolve any service delivery issues within available resources. 2. To improve customer levels for his/her services. 3. To act as a professional exemplar in carrying out the above duties with a 'can do' attitude. 4. To deploy and manage assigned budgets and take corrective action where appropriate in liaison with the Group Manager. 5. To build positive relationships with other staff and colleagues. 6. To inform the Group Manager of any changes in the operational environment including customer satisfaction issues. 7. Fulfil all statutory Safeguarding duties and responsibilities incumbent to this post. 	

<p>commissioning at a locality level, addressing identified priorities and needs.</p> <ol style="list-style-type: none"> 7. Lead on the development and implementation of a consultation and communication plan for the authority alongside Children's Trust colleagues. 8. Develop and manage regular correspondence with local partners to help promote services, interventions, policies and guidance. This will also include leading on a quarterly e-bulletin for partners. 9. To identify and address workforce development needs within local partnerships, by working with partners and internal workforce development managers. 10. To raise standard and quality across the service in a variety of ways including, interpreting and analysing locality and authority wide data to identify greatest need and best use of resources and managing and co- coordinating central teacher teams. 11. To project manage specific projects which support the development of early help services and locality working arrangements. 12. To understand and champion the needs of the voluntary and community sector across all localities, helping to build capacity and signposting for appropriate support. 13. To effectively implement the priorities set out in the Children, Young People and Families' plan at a locality level. 	<ol style="list-style-type: none"> 8. Effective joint working arrangements at a locality level that respond to individual and community need. 9. Effectively building partnership relationships to provide value for money without compromising the high standard of service delivery for children. 10. Ensure all services meet local/national quality standards, statutory requirements and regularity frameworks. 11. Ensure effective participation of children, young people and families in service design and delivery. 12. Specified service targets within agreed resources. 13. Effective support and supervision of staff to secure high levels of performance. 14. Improved customer satisfaction levels for integrated services. 15. Ability to plan and implement change in a way that secures commitment from stakeholders 16. Alert the Group Manager of issues that could affect performance.
<p>The post holder will perform any duty or task that is appropriate for the role described</p>	

<p><i>Person Specification</i></p>	
<p><i>Education and Knowledge</i></p> <ol style="list-style-type: none"> 1. Degree level qualification relevant to working with children or young people or equivalent. 	<p><i>Leadership and Management Skills</i></p>

<ol style="list-style-type: none"> 2. Evidence of continuous professional development. 3. Knowledge and understanding of the main issues affecting children, young people and families. 4. Knowledge and understanding of the benefits of partnership and integrated working practices 5. Qualification in project management i.e. Prince2 or equivalent experience of project management. 6. Knowledge of the principles and practice of: <ol style="list-style-type: none"> a. Safeguarding and risk management b. effective people management, including partnership and change management; c. excellent customer service; d. Equality and Diversity e. appropriate project and risk management; f. commissioning and contract management; g. budget management (where budgetary responsibility is devolved to the team manager) 7. Knowledge of Equality and Diversity principles. 8. Knowledge of Health and Safety Law and implications for commissioned services. 9. Understanding of confidentiality and the Data Protection Act. 10. Evidence of continuous professional development. 	<ol style="list-style-type: none"> 11. Can demonstrate the abilities to drive the multi-agency team toward key outcomes, able to provide a positive example by working efficiently, thinking about and taking action to anticipate opportunities and deal with emerging issues. 12. Ability to apply and interpret a range of information, research and evidence to inform plans that improve outcomes for children and young people 13. Able to empower others to develop innovative ideas for increasing efficiency, managing and coordinating resources, and to be ambitious but realistic in achieving the highest possible performance levels. 14. Ability to identify and respond to issues that could impact on service delivery and develop a number of options to mitigate these issues 15. Able to ensure that resources are deployed as efficiently and effectively as possible, in line with customers' needs, changing priorities, national changes and performance levels. 16. Ability to champion continuous improvement by remaining tenacious, open minded and challenging. 17. Ability to lead without authority and to achieve improved outcomes for children and families through influence and collaborative working. 18. Ability to develop good relationships with delivery partners from all sectors and capable of adapting to new circumstances and needs.
<p>Experience</p> <ol style="list-style-type: none"> 19. Substantial experience within the service area at senior practitioner/management level. 20. Successful experience of leading multi-agency teams to achieve improved outcomes for children and families. 	

<p>21. Successful experience of managing performance in a changing environment.</p> <p>22. Experience of commissioning and contract management with positive outcomes.</p> <p>23. Experience of planning processes and project management with positive outcomes.</p>	
<p><i>Role Dimensions</i></p> <ol style="list-style-type: none"> 1. To lead, manage and coordinate partnership planning, delivery and review in all Nottinghamshire Localities. 2. To identify any gaps in provision using intelligence and data and secure arrangements to meet the needs of the localities. 3. To ensure the effective integration of services at a local level through the management and leadership of Locality Management Groups 	

Date: February 2016