

**CHILDREN & YOUNG PEOPLE'S SOCIAL CARE & SERVICES SCRUTINY PANEL  
LOCALITY WORKING FROM A CHILDREN'S SERVICES PERSPECTIVE - ACTION PLAN**

12<sup>th</sup> July 2022

SCRUTINY RECOMMENDATION	PROPOSED ACTION (and SB comments)	POST TITLE	BUDGET COST	TIMESCALE
<p>a) The Panel supports the continuation of Locality Working in both Newport and North Ormesby and further supports the roll-out of the model to other areas of the town based on priority need, to be determined through demand analysis, community surveys and led by the evaluation report for consideration by the Executive.</p>	<p><b>Comment:</b> <i>The success of Locality working In Newport and North Ormesby is being evaluated however a decision has been made to roll the model out to Hemlington due to the level of crime and Anti-Social Behaviour in the area.</i></p> <p><b>Proposed Action:</b> Determine the roll-out of the model of Locality Working into other areas of the town based the outcome of the evaluation report, demand analysis and community surveys.</p>	<p>Director of Environment</p>	<p>No additional budget required</p>	<p>To be determined by the Evaluation report</p>
<p>b) In supporting the Locality Working model in Middlesbrough, the Panel recommends that discussions with senior managers and directors of finance within all public sector partner organisations takes place with a view to appropriately and proportionately funding each locality working area to ensure sufficient staffing allocations to meet demand.</p>	<p><b>Comment:</b> <i>The Children's Trust had an extraordinary meeting informing partner agencies about Locality Working so there is already some background knowledge about this model of working</i></p> <p><b>Proposed Action:</b> Facilitate a workshop for senior representatives</p>	<p>Head of Stronger Communities</p>	<p>No additional</p>	<p>December 2022</p>

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<p>The Panel would further recommend that appropriate core structures are in place within the locality teams to ensure that Neighbourhood Managers are fully supported and deputised for during periods of absence/holidays.</p>	<p>from partner agencies including voluntary agencies to determine the partnership's ambition to develop a joint approach to Locality Working.</p> <p><b>Comment:</b> <i>This part of the recommendation came from the fact that one of the locality managers was not available for a proportion of the time that panel considered Locality Working and therefore did not attend to present to members. An absence was considered to be of potential detriment to the particular project.</i></p> <p><b>Action:</b> The Head of Stronger Communities responsibility for Locality Working ensures that there are robust cover arrangements when a Neighbourhood Manager is absent from a particular project.</p>	<p>Head of Stronger Communities</p>	<p>budget required</p> <p>No additional budget required</p>	<p>August 2022</p>
<p>c) <i>The Panel acknowledges the high numbers of early help cases in both Newport and North Ormesby and notes the views of the Early Help Practitioners that they feel there are not enough practitioners to meet demand. The Panel therefore recommends that, subject to further analysis, consideration be given to the number of Early Help workers allocated to each area.</i></p>	<p><b>Comment:</b> <i>One of the Early Help workers reporting to Scrutiny commented that EH capacity was needed. However, resources are finite and demands on EH have grown considerably throughout the town. NB the Youth Service provision in Newport and North Ormesby (and soon in Hemlington has now enhanced the EH provision. In addition across the</i></p>			

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	<p><i>town the amount of EH work held by the partnership at level 2 has significantly increased. EH is not just the local authority but an overall offer.</i></p> <p><i>This will need to be scheduled into the project plan for each locality area development</i></p> <p><b>Action:</b> Early Help resources are allocated to Locality Working areas in proportion with the area's demand and the overall existing EH resource.</p>	<p>Head of Prevention</p>	<p>No additional budget required for consideration purposes. (However, if additional resource is requested each additional worker would cost £28.5k/ annum plus costs'</p>	<p>To be considered for existing partnerships by September 2022</p>
<p>d) The Panel notes the impact data in respect of Children's Social Care Services within the localities and that the number of children looked after remains high. The Panel acknowledges that, whilst social workers have been in place for some time in the locality areas, they have only fairly recently been moved into one team to ensure consistency of approach and management oversight. The Panel,</p>	<p><b>Comment:</b> <i>If the figure is reported to Panel in 6 months that will only provide a 4 month monitoring period due to the lead time for submitting reports therefore a longer timescale is proposed.</i></p> <p><b>Action:</b> The number of children and young people in the care of the local</p>	<p>Head of Children Looked After and</p>	<p>No additional</p>	<p>March 2023</p>

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<p>therefore, recommends that impact continues to be monitored and reported to the Panel in six months' time.</p>	<p>authority who have a home address in a particular locality working area is tracked for a further six months and presented to scrutiny.</p>	<p>Permanence</p>	<p>finances required</p>	
<p>e) That Early Help Practitioners and the Social Workers be introduced to appropriate staff within each of the areas' schools to build up relationships and discuss children/families requiring support through regular dialogue and that the work of the locality teams is promoted and regularly discussed with school leadership teams.</p>	<p><b>Action:</b> Early help practitioners, social workers and school staff build on existing working relationships and working practices to improve outcomes for children with a social worker and supported by Early Help.</p> <p><b>Comment:</b> <i>Whilst school leaders can be encouraged and supported to have these discussions the local authority is not in a position to mandate them to do so.</i></p>	<p>Head of Achievement</p>	<p>No additional finances required</p>	<p>October 2023</p>
<p>f) That school readiness and children's centre registrations continue to be monitored and promoted in a range of languages to ensure maximise reach and take up of nursery places to ensure that children are ready for school to optimise their learning potential.</p>	<p><b>Action:</b> School readiness and children's centre registrations continue to be monitored and promoted in a range of languages to ensure maximum reach and take up of nursery places to ensure that children are ready for school to optimise their learning potential and report to the Scrutiny Panel by May 2023</p>	<p>Head of Achievement</p>	<p>No additional finances required</p>	<p>April 2023</p>
<p>g) That relevant community and voluntary organisations, including schools, are equally involved in the locality teams and that appropriate information sharing takes</p>	<p><b>Comment:</b> <i>This can only be influenced not mandated</i></p>			

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<p>place to ensure:-</p> <p>i) That access to a ‘signposting directory’ of all services and organisations available to support families within the localities is available to all partners via the Neighbourhood Manager/a designated co-ordinator.</p> <p>ii) That programmes of activities and events designed to support children and families are planned, discussed and co-ordinated in advance between partners within the localities to avoid unnecessary duplication and ensure those who need help and support receive it. (For example, that the Holiday Activity Fund (HAF) provision is co-ordinated in conjunction with Feast of Fun activity to maximise appropriate take-up and avoid duplication).</p>	<p><b>Action:</b> Drawing on the work of the Prevention and Partnership Board the Children’s Trust will bring together relevant community and voluntary organisations to establish where necessary and promote and information sharing protocols in locality working areas to support</p> <ul style="list-style-type: none"> <li>• Access to a signposting directory,</li> <li>• The co-ordination of programmes of activities and events to support children and families</li> </ul>	<p>Director of Education and Partnerships</p>	<p>No additional finances required</p>	<p>December 2022</p>
<p>h) That stronger links are made, through Public Health colleagues if and where appropriate, between primary care and acute care providers including GPs, mental health provision, midwife and health visiting services with improved referral pathways to Early Help and Children’s Social Care Services where appropriate.</p>	<p><b>Comment:</b> <i>No issues or challenges have been raised but if so they would be managed as ‘Business as usual’.</i></p>			

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<p>i) Ensure that all partners are familiar with Middlesbrough's threshold of need document when making referrals to children's social care to improve the quality of referrals and ensure that the correct level of support can be determined and provided as quickly as possible and that the document be readily accessible via the Neighbourhood Manager/designated Co-ordinator.</p>	<p><b>Comment:</b> Ofsted has not identified any issues with thresholds and if any are raised in the future they will be managed as 'Business as usual'.</p> <p><b>Action:</b> Provide additional training on thresholds to Neighbourhood Managers</p>	<p>Head of Prevention</p>	<p>No additional budget required</p>	<p>December 2022</p>
<p>j) The Panel considers that Locality Working in Middlesbrough should be better promoted and clearly branded to ensure that all partners, and the community, are aware of how it operates, who is involved and how to make contact. The Wigan Deal is a good example of this where each priority area has an 'our part' (the borough's public sector organisations and partners) and a 'your part' (residents) so that the principles of working together to achieve joint ambitions is realised with each partner aware of what is expected of them.</p>	<p><b>Action:</b> That the Locality Working Steering Group considers the branding and promoting of Locality Working across Middlesbrough and submits a report to scrutiny with its proposals.</p>	<p>Director of Environment</p>	<p>No additional budget required</p>	<p>Jan 2023</p>