



Co-operative Councils

Innovation Network

CCIN innovation funding – 2021 Policy Prototypes Children and Young People's Services

Expression of Interest – Policy Prototype CCIN Funding 2021

CCIN Member Organisation submitting application: Torbay Council

Name of CCIN Lead Councillor/Officer: Cllr Cordelia Law/Stefan Chapleo

Partner organisations: Peopletoo

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1. What is your idea?

Provide details of what your proposed project is, the story of how you identified the need or opportunity for the proposal and how the money will be spent.

The rationale for this work originated from a review which took place earlier in 2019 which considered the interdependency between the effectiveness of the approach to Early Help in Torbay and the high level in spend on residential provision for Looked After Children within Children's Social Care. This review concluded that the high level of spend on residential provision was less to do with the unit cost of or approach to such provision, and more to do with the sheer volume within the Looked After system, which in turn was putting too much pressure on foster care resources, and hence resulting in a greater usage of much more costly residential resources.

Torbay Council therefore committed to commission Peopletoo Ltd to undertake a comprehensive, co-productive remodelling of the approach to Early Help in Torbay. This included the development of the model itself, detailed user guidance, draft Workforce Development Strategy and Outcomes Framework, and Governance Framework.

This has now created a momentum and enthusiasm amongst relevant Council stakeholders and partners to implement the model.

The model itself is predicated on a range of delivery principles:

- Integrated partnership delivery across 3 Integrated Locality Hubs. The hubs will include core and associate members, clear pathways between services and clear communication routes.
- Delivery via agreed integrated delivery points – these will be a combination of existing successful hub arrangements and / or venues identified by partners, as being those that families feel comfortable using
- Clear and demonstrable pathways as families require higher level intervention, including integrated decision making between Early Help services and the Multi Agency Safeguarding Hub (MASH) and step up / step down procedures with social care
- Embedding of a social prescribing model of practice which uses the strengths within communities to build resilience and prevent the escalation of needs into higher level services. These will be facilitated via a partnership with the Voluntary and Community Sector infrastructure organisations and a “family mentor” type approach which provides a review that all sources of community help and support have been sought before seeking more formal support
- Embedding of other models including the strengths based Thrive model, a partnership approach to trauma informed intervention, and the principles of Family Group Conferencing within the Early Help Model
- Seeking opportunities for how digital opportunities can enhance the accessibility of services and sources of help and advice.

The intention is then to build this work within a wider Community Based Model with Adult Services. In practical terms this would mean extending the delivery of the Integrated Locality Teams Model into Community Hubs that deliver wider community services e.g. health, employability, wider family services including care of the elderly, and mental health. Community hubs can facilitate this by providing a place where different local partners in a neighbourhood can come together and address the issues that matter most to them. They therefore support a neighbourhood focussed approach acting as a catalyst to develop local projects, activities and businesses. They can provide a base for local jobs and services, helping to keep economic activity local.

We would use the £1500 funding to pilot creative ways of bringing together community groups in a digital and virtual way to be fully involved in the development and roll out of the model. We would do this through the facilitation of online workshops including break out and interactive activities. The involvement of community groups is critical to the success of the model but we recognise that many have little capacity to be attending meetings and that this can compromise opportunities to engage them. Our intention is to remove these barriers to engagement and embrace the new digital ways of working that have been so successful during COVID 19.

2. Who will you work with?

You are not required to work with other CCIN members when applying to deliver a Policy Prototype, though you are more than welcome to!

The development of the Partnership Model for Early Help involves a range of key statutory and non-statutory partners within the Integrated Locality Teams model. Examples of services within the teams include the Council’s own Early Help services, commissioned 0-19 Services, health services, wider public sector services, and Voluntary and Community Sector organisations at the most local level overseen by the VCS Infrastructure organisation.

Key to this model is the involvement of local communities in shaping how the model works in practice, translating a “model on a page” to something that works for them and provides the right service and the right time, in a way that is most accessible to them.

More strategically, an Early Help Partnership Board has been established with governance links to the Children and Young People’s Strategic Partnership and the Health and Well Being Board. The latter ensures that the model can support both Public Health and Adult Services’ objectives and initiatives as part of a whole family, whole life and community approach.

3. What are the outcomes you hope to achieve?

What are the outcomes you hope to achieve through this project and how will you know if your outcomes are achieved? What is your measure of success?

The implementation of the Early Help Model will have both direct and indirect benefits with interdependent services.

Specific to children and young people, these include:

- Children, young people and their families receive support to address their needs at the earliest possible stage and in the least intrusive way
- Families are supported to be self sufficient, resilient and resourceful, hence less dependent on statutory or Council led services and creating better outcomes for their children
- Communities work together to support each other, so that families have less need for statutory or Council led services
- Ultimately, by addressing needs at an early stage, less cases would escalate to Children’s Social Care, and there would be less cases of Children in Need, those subject to a Child Protection Plan, and ultimately Looked After, so that these services are only used for those that need it most and that the social care workforce has greater capacity to focus on these

4. How does your project support the aims and objectives of the Co-operative Councils Innovation Network?

The Co-operative Councils Innovation Network aims to frame the debate on the future of sustainable solutions to public sector challenges. Our work will ultimately improve outcomes for communities by enabling members to develop radical innovation in policy and practice, sharing best practice and learning, and enabling innovators to chart new territory together. Please provide details of how your project will support this aim.

This project will support the aims and objectives of the CCIN with a focus on the longer term impacts on local communities, with the promotion of early intervention and prevention services. This will be done through a systematic approach working with partners to ensure that local resources work together, maximising resources, removing duplication and being enabled to reliably identify any gaps in provision which can inform commissioners.

This project has a focus on the effective usage of local assets, supporting vulnerable groups, and working with local communities. This will be carried through sustainable services, with a focus throughout on the environmental impact, leading to a positive regeneration of local government.

5. How does your project demonstrate the Values and Principles of the Co-operative Councils Innovation Network?

Our Network is based on the Co-operative values developed by the International Co-operative Alliance: “self-help, self-responsibility, democracy, equality, equity and solidarity,

honesty, openness, social responsibility and caring for others". Further details about the CCIN's Values and Principles are available [here](#). Please provide details of how your project will demonstrate the CCIN's Values and Principles.

This project fully embraces the principles of self-help, self-responsibility, democracy, equality, equity and solidarity, honesty, openness, social responsibility and caring for others.

Taking the principles of the CCIN in more depth, it also demonstrates:

- **Social partnership** – strengthening relationships between communities and service providers, delivering the services in a co-ordinated way that families need in the way that is most accessible to them
- **Co-production** - developing systems that enable residents to be equal partners in designing public services and in determining the use of public resources
- **Maximising social value** – maximising opportunities to make real social impact through supporting communities to build resilience and support each other, whilst also promoting the use of the skills within communities
- **New models of meeting priority needs and innovation**- exploring new ways of meeting the priority needs of our communities, focussed on partnership working to create positive change
- **Innovation** – bringing together children's and adults' providers together operationally with community services to deliver place based services and a whole family approach
- **Learning** - capturing and expanding the experience and learning from the work and embedding these across organisations and their workforces. This will also include lessons learnt from Covid 19. With so much has changed over the last 7 months, there are many opportunities of communities coming together to support each other that have presented themselves as a result of this pandemic need to be harnessed and nurtured.

6. How will you share your learning with the Co-operative Councils Innovation Network?

The learning from this Policy Prototype will be written up as a Case Study to be shared across the Co-operative Councils Innovation Network. We will be available to make presentations to colleagues and to discuss issues on a one-to-one basis in order to share the learning as widely as possible.