



# Children's Service Integration Programme Newsletter

2<sup>nd</sup> February 2017



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# Foreword

Since 1<sup>st</sup> December I have been in my new role as Deputy Director for Children's Social Care and Early Intervention. Over the last two months I have been gaining a closer understanding of the integration programme and I am hugely appreciative of the enormous amount of work completed so far. However, I am only too aware that whilst many of our staff are preparing to take on new roles, there are colleagues who will be leaving our employment at the end of March and that it is, without doubt, a difficult time for many people. On behalf of the directorate, I would like to say a huge 'thank you' to all our children's centre and early intervention hub staff who continue to deliver direct support to children and families as we head towards the closure of these services and the opening of our new ones. To those who are leaving I want to wish them every success in the future.

In looking forward to the implementation of our new integrated service, managers have come up with 'Family Solutions' as the new name for the service, within which we will have both the early help teams and statutory social care teams. We think the new title has a positive and restorative ring to it, acknowledging the strengths in families that we can help to unlock.

Throughout the integration programme, the staff advisory group has provided valuable insights and opinions to help the team get it right. You will see from this newsletter that we aim to develop the group's remit and membership so that staff views continue to shape and influence our services on an ongoing basis. Please consider getting involved if you aren't already.

Getting to know the integration programme has given me a clearer picture of the good service we are developing and I am excited and grateful to be part of it. I look forward to meeting staff face-to-face in the weeks and months to come and hearing directly from you about your experiences of implementation.

Hannah





Programme Updates:

# Recruitment & HR

## Progress to date:

- Appointments and redundancies confirmed following first round of recruitment
- Approximately 20 vacancies across LCSS and FSS

## What's next?

- Additional round of recruitment currently underway
  - Potential for vacancies to remain after this.
- Support and training being provided for staff so they are able to make use of employment support systems (Outplacement)
- Working with the IBC to build and populate the staff structure for the new service
- Developing a transition process with out-going and incoming managers for the staff they are responsible for

# Locality & Community Support Service

## Progress to date:

- Most posts are filled within the service, although second round of recruitment may involve some shifting of staff between teams
- Induction has been underway since 14<sup>th</sup> November
- New processes built, tested and implemented on Fwi
- Ownership of Threshold of Needs and Early Help Assessment agreed to be held by OSCB and available through their website. LCSS retains the responsibility around supporting the delivery.
- Multi-agency training underway and being positively received
- Successful migration of CAF/TAF information onto Fwi
- Rollout of 'No Names Consultation' on 1<sup>st</sup> Feb

## What's next?

- Roll out of Early Help Assessment (EHA) – 1<sup>st</sup> March
- Roll out of Threshold of Needs – 1<sup>st</sup> March



Programme Updates:

# Community Coordinators

## Progress to date:

- Locality Coordinators appointed
  - North: Cheryl Huntbach
  - Central: Steve Laurence
  - South: Ann Mitchell & Clare Crossley
- First team meeting and planning for induction has taken place

## What's next?

- Plan for the coordinators to initially focus support on those groups who have been granted transition funding from OCC
- They will also support other groups who want to submit a proposal

# Targeted Programmes

## Progress to date:

- Description of Early Help targeted programmes to be provided has been agreed
- This includes processes for how the programmes can be delivered and the impact and evaluation tools

## What's next?

- Agree the scope of 'Open Access' services
- Define what is specifically provided within the 0-5 offer
- Describe the Early Help Casework offer
- Targeted programme to be reviewed to ensure meeting identified needs



Programme Updates:

# Troubled Families

## Progress to date:

- Maturity Framework used by CEF services and other agencies to benchmark children and family services delivery.
- Whole Family approach embedded in Early Help Assessments and new Threshold of Needs
- Quality assurance approach agreed

## What's next?

- Ongoing use of Maturity Framework to inform strategy and service planning across CEF services
- Information Governance and 'Consent' processes and e-learning to be updated
- Implement a monthly quality assurance schedule (from January)
- Implement operational groups



## Programme Updates:

# EET Team

### Progress to date:

- Staff appointed/assimilated into roles within the team, some vacancies remaining in casework team and information and tracking team.
- New CCIS database system being tested
- Training for new EET casework staff planned
- Regular attendance at area RAPs
- Digital Safeguarding and Social Media Apprentice roles started on 3<sup>rd</sup> January

### What's next?

- Communications and briefings with managers across CEF about the new EET service
- Carrying out briefings for partner organisations
- Fwi training for members of EET team



## Programme Updates:

# Admin

### Progress to date:

- LCSS 2fte appointed, 4 posts remain vacant
- FSS 27fte appointed, 13 posts remain vacant
- Two full team meetings have taken place so far to enable admin to meet each other and receive briefings about the services they will be supporting
- Admin coming into the integrated service from a EI background are currently shadowing Family Support Service admin
- Admin supported data migration activity

### What's next?

- FWi training (for new users and 'refresher' courses)
- Recruitments for LCSS and FSS vacancies
- FSS admin external advert live 6<sup>th</sup> Feb

# Case Management & Business Process

## Progress to date:

- Managers from across CEF teams have helped to complete an advanced draft of all the business processes across the new service and the interfaces into other areas of CEF.
- Resource Allocation Panel approach underway in each area
- Position of MASH in overall service understood and interfaces mapped into the broader process maps
- LCSS build on Fwi is complete

## What's next?

- Reviewing and testing of the business processes
- Complete process documents, guidance and toolkits
- Planning for phased implementation – building Fwi structures and processing security and permissions for staff
- Completing the build, test and implementation of Early Help Fwi processes
- Deliver the training plan for all staff involved in the new service



## Programme Updates:

# Performance Management

### Progress to date:

- The drivers behind current performance reporting understood
- Existing framework mapped to show the relationship between information collected at the front-line, reported to service and senior management, and in certain cases out to partners, politicians and central government
- LCSS performance indicators drafted and compared against existing framework
- Requirements for data capture embedded in system design

### What's next?

- Define new/additional indicators that CEF need to capture for the integrated Family Support Service
- Performance will tailor performance reports with the appropriate level of details relevant and agreed with each level of management



Programme Updates:

# Boundaries

## Progress to date:

- Previous children's centres and hub boundaries rationalised into new Children and Family Centre catchment areas
- Demographic, child and family and school data mapped against the catchments
- Identified the potential benefits of aligning CEF area boundaries with Adult services and Health services

## What's next?

- Understand impact on demographics and staff workload of changing CEF boundaries to align with Adults and Health
- Understand the impact on staffing and agree a response
- Agree the area boundaries for CEF



## Programme Updates:

# Buildings

### Progress to date:

- All designs have been agreed and an accelerated works plan approved for the buildings
- Two buildings (Rosehill and Cuddesdon Corner) practically complete
- Work underway at 3 buildings: Abingdon Hub, The Roundabout Children's Centre and Bicester Hub
- Another 3 buildings will have work begin within the next week

### What's next?

- Construction completed at all buildings. Mitigation against delays is to complete the staff areas first so that teams can move into their new bases even if other work is continuing beyond 1<sup>st</sup> March
- Staff office areas to be fitted out with 'agile' desks, storage and staff lockers
- Agile ICT equipment issued to all staff in the new service that don't have the minimum required equipment
- Facilitating the moves from current building to new work bases
- A Task Group to facilitate the closedown of buildings not going forward in the new service



## Programme Updates:

# Community Initiatives

### Progress to date:

- Cross party 'Transition Fund Panel' established to agree funding requests from community groups
- OCC position on rental charges to be levied agreed by councillors
- 1st round of bidding completed
- Transition funding agreed for 6 so far
- 2<sup>nd</sup> round of bidding completed

### What's next?

- 3<sup>rd</sup> round of bidding, potentially taking place in July but sooner if possible
- Continue to liaise with partners and childcare providers



Managing closure:

# Managing the closure of services from children's centres and hubs

Children's centres and EI hubs will end current services on the 28<sup>th</sup> February.

In response to feedback from staff and recognising the importance of an orderly and safe transition to the new Family Solutions Service, it has been agreed that OCC and School Managed children's centres and hubs can cease providing service from **21<sup>st</sup> February**.

This will provide managers and staff at each centre and hub 6 working days to close their service and ensure that records are updated and either archived or transferred to the new service.



## Managing closure:

# Equipment in centres and hubs

Many of you have already completed an inventory of the equipment and resources in your building. This was the first step in a process to manage the transfer, sale or disposal of this equipment. Several different things can happen to this equipment now:

- Poor quality equipment can be disposed of  
There is a step-by-step procedure for managing the disposal of poor quality items. This is described in the attached document, including who is responsible for what and who can provide support.
- Transfer to community groups  
This is linked with known or anticipated interest from community groups who are likely to be running service from the building or in the local area in the future.



Disposal Process  
v7

Where a community group is intending to use the building the equipment and resources within that building will simply be left in-situ and will transfer to the community group to support the delivery of their provision. If multiple groups are in the same area, the available resources will be divided between the groups.

In both cases this will be managed after the closure of the current services on the 28<sup>th</sup> February (31<sup>st</sup> March for contracted centres). It is not the responsibility of current centre or hub managers to arrange transfer or sale of any equipment. Should any community group approach a you with an interest in any equipment, please send the contact details for the person and the organisation concerned to [Lucy McConville](#).

- Sale or transfer to other groups, organisation or individuals  
As previous indicated whenever a group or individual approached your centre or hub interested in equipment, please record their details and send onto [Lucy McConville](#).

The sale or transfer to any groups or individuals (other than those progressing via the Community Initiative work) will be managed after the existing provision from children's centres and hub ends on the 28<sup>th</sup> February (31<sup>st</sup> March for contracted centres).



**Managing closure:**

# **Ending service contracts**

From the 1<sup>st</sup> March the picture of what is happening at each children's centre or EI hub is complicated due to whether the building is owned, leased or rented and what stage community interest has progressed to.

There is a working group in place to manage the transition between children's centres and hubs and the community projects. The same group will coordinate the maintenance and security of each of the building in period between the closure of the service and the transition to the community project.

Any building with no community interest, currently known or anticipated, will become OCC property responsibility to fully close or incorporate into other property strategies.

Please do not end any building service contracts such as phone, broadband, security, alarms, cleaning, waste collection, grounds maintenance etc. unless specifically asked to do so by a member of the closedown group.



Managing closure:

# Notifying around business rates

As the closure group take responsibility for the buildings between the children's centre and hub services ending and the new community projects starting, they will ensure that the relevant district councils are kept up to date in terms of the occupancy and activity within the building.

Centre managers are not required to carry out any notification with district councils regarding business rates payable after the 1<sup>st</sup> March.



## Managing closure:

# Health and other users of the buildings

### Health using current children centre buildings

Many health services currently make use of space with children's centres. You will have received a recent email from Maria Godfrey describing the approach that we are taking with health around future health delivery from centres.

Should staff or managers at any children's centre or hub, have a conversation with health colleague about whether or not they will be able to continue that provision please direct them to [Maria Godfrey](#).

In the meantime, please do not cancel, refuse or commit to any health provision from your centre or hub going forward. This is being picked up centrally.

### Other users of our buildings

The closure group is confident that most, if not all of the other groups that share space in the same buildings as children's centres or hubs have been identified.

OCC property is already liaising with many of these groups to formalise occupancy arrangements as well as sorting out the practicalities of continues use once the service end - such as maintain access etc.

Please do not give notice, refuse or commit to any other usage of your centre or hub going forward, unless contacted by OCC property and specifically requested to.



# Workforce Development

## Progress to date:

- The first meeting of the new Family Support Service managers has taken place
- Induction leads identified for the new service
- Training and skills mapping for the new teams underway
- Professional development and retention approaches explored

## What's next?

- Approve induction plan and deliver induction
- Deliver essential training
- Agree the career development & transition criteria for roles that are across multiple grades
- A Workforce Development Board will be established to define and implement the workforce development strategy for the new service



# Future of the Staff Advisory Group

The Staff Advisory Group (SAG) has played an important role throughout the change process by asking questions, making suggestions and supporting staff.

As the implementation date for the Family Solutions Service draws near, the SAG has been discussing its future role with the programme team and managers from the new service.

It has been agreed that there will continue to be a Staff Advisory Group. It will focus on the following areas:

- on the operation of the new service
- supporting staff to express views and opinions on how the new service is working
- suggesting any improvements that can be made
- membership should be broadened to include all of Children's Social Care
- representatives from staff in practitioner and administrative roles is particularly welcome
- SAG will feed into the Implementation Board who will oversee the move to the new service

If you are interested in becoming involved in the SAG please email:  
[CEFstaffadvisorygroup@oxfordshire.gov.uk](mailto:CEFstaffadvisorygroup@oxfordshire.gov.uk)



# Other job opportunities

The Camden Society have provided details of job opportunities across Oxfordshire

## Support Workers

Oxford, Abingdon, Witney & Banbury

£15,860 pa pro rata

Full & Part-time hours available

Support people to live the lives they choose



**Are you enthusiastic about helping others achieve their goals and ambitions?**

**Do you have a passion for empowering others?**

**Are you looking for a varied and rewarding career where you can make a difference to peoples lives?**

The Camden Society provides a range of innovative and modern services enabling people with learning disabilities to live full and satisfying lives. We are recruiting permanent and Bank Support Workers to join our Supported Living and Short Breaks teams. To find out more about our services [click here](#).

For more detail about the roles available, and how to apply, please see our [website](#), contact 01993 224190 or email: [recruitment@thecamdensociety.co.uk](mailto:recruitment@thecamdensociety.co.uk)

## Recruitment open days are taking place at our centres in Banbury, Witney and Oxford

See what it takes to be a support worker, meet our staff and the people we support

### Banbury

6<sup>th</sup> February

The Redlands Centre, Neithrop  
Avenue, OX16 2NT

### Witney

9<sup>th</sup> February

18F Thorney Leys Park  
OX28 4GE

### Oxford

22<sup>nd</sup> February

Restore, Manzil Way, Cowley Rd,  
OX4 1YH