



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST: For PCC Approval			
Title: South of Tees Children's Hub			
Executive Summary: Following the successful introduction of the Stockton & Hartlepool Children's Hub on 1st June 2016, safeguarding partners in South Tees have expressed an interest a South Tees Children's Hub. Initial discussions have commenced between South Tees safeguarding partners regarding the concept of a multi-agency Children's Hub. There is now a clear multi-agency aspiration to proceed to a South Tees Children's HUB and a drive to achieve this by 1/4/2017. Attached to this form is the Project Initiation document that sets out the vast majority of the information around this proposal. In addition to this the financial costs of running this Children's Hub are expected to be around £1.3m per annum with a further £170k needed for one-off set up costs. The proposal pulls together work that is already being funded by the PCC, such as Operation Encompass and aims to build on this with other agencies as set out in the attached document. The expected costs for the PCC/Police contribution to this Hub would be set up costs of £11k and on-going revenue costs of around £133k per annum. As mentioned earlier the PCC is also funding some of the resources that will move into this Hub, such as the Encompass worker, and therefore it is expected that only £60k of additional funds are required over and above those already included within the financial plans.			
Decision: The PCC is asked to support the proposal to put in place a South of Tees Children's Hub and agree to the addition of £60k per annum of growth to the financial plans.			
OPCC Lead Officer: Michael Porter			
Contractor Details (if applicable):			
Implications:			
Has consideration been taken of the following:	Yes	No	
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
(If yes please provide further details below)			

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

The financial implications are set out within the executive summary and the PCC/Force will need to find recurring savings within their overall financial plans to ensure that this commitment can be maintained going forward. If approved this will be factored into the LTFFP.

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

Having read this report and having considered such information as has been provided at the time of being asked to express this view, the Chief Executive is satisfied that this report does not ask the PCC to make a decision which would (or would be likely to) give rise to a contravention of the law.

Equality and Diversity Implications

There are no diversity and equal opportunity implications associated with this decision.

Human Rights Implications

There are no Human Rights implications associated with this contract. There are no sustainability implications associated with the award of this contract.

Sustainability Implications

The sustainability of this proposal will be dependent on all partners who are a party to this proposal being able to meet their proposed financial contributions both now and in the future.

Risk Management Implications

There are a number of risks associated with the project.

If the PCC/Force does not engage in or sufficiently support the initiative, this creates the following risks:

- Risk of harm arising to a child due to lack of engagement in a partnership offering enhanced information sharing and decision making.
- Reputational risk with key partners, local politicians and the public.
- Risk of damage to partnership relationships affecting other partnership initiatives
- Risk of adverse comment from HMIC who have given the force an Area for Improvement in relation to multi-agency safeguarding structures.

If the force does support the initiative, this creates the following risks:

- Financial risk in relation to project costs if the project is ultimately unsuccessful.
- Ongoing financial implications for the force with limited ability to cut costs once the force is committed.

OFFICER APPROVAL

Monitoring Officer

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed: _____



Date: _____

11/1/17

Police and Crime Commissioner:

The above request HAS my approval.

Signed: _____

[Handwritten Signature]

Date: _____

11/1/17

South of Tees Children's Hub

Project Initiation Document

Date	21 June
Version	3.0
Status:	Draft

VERSION HISTORY AND APPROVAL

Version	Date	Brief Description	Amended pages	Editor
0.1	June 16	First draft		Margaret Whellans
2	June 16	Discussion with Barbara & Richenda	Most	Margaret Whellans
3	June 16	Senior Management Group Meeting	Most	Margaret Whellans

APPROVAL	
Name	South of Tees Children’s Hub
Date	TBC

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1. INTRODUCTION

The purpose of the project is to develop and implement a South of Tees Children’s Hub.

The project initiation document sets out the scope of the project and the project management arrangements.

1.1 Project Background

Establishing an integrated single point of access across South of Tees (Redcar and Cleveland and Middlesbrough Borough Councils) through a multi professional triage and assessment hub to improve intelligence sharing, risk assessment and decision making for vulnerable children and their families and ensuring they get access to the right early help and specialist support.

This project is being developed based on findings in serious case reviews, inspections and research that agencies need to improve information sharing and the way they work together to share risk assessments, make decision and improve children’s lives. It also builds on the work of Hartlepool and Stockton Councils on the Children’s Hub development in North Tees.

1.2 Purpose and Objectives

The project objectives are as follows:

- Establish processes for inter-agency information sharing;
- Using inter agency information to jointly decide on the appropriate response and level of service required for a child, young person and family;
- Deliver timely access to services for vulnerable children and their families proportionate to presenting level of need;
- Deliver timely access to early help services proportionate to presenting level of need;
- To respond to incidents of domestic abuse affecting children;
- To provide advice, guidance and support to universal services for them to understand children’s need and required response through early help assessment;
- To provide advice and guidance to children, young people and families;
- To receive information to support identification of vulnerable children;
- To understand the effectiveness of services through tracking /performance management;
- To decide on what needs to happen to safeguard and promote child’s welfare on inter agency basis and agree coordinated plan of intervention.

1.3 Project Scope

Arrangements to safeguard and promote the welfare of children.

The key deliverables for the project will be:

- An integrated multi agency team to meet project objectives;
- An appropriately skilled workforce that meets project requirements;
- Appropriate access to systems to allow for joint decision making underpinned by agreed protocols;
- Management information that gives all agencies good intelligence about services and performance;
- Accurate assessment of risk and need and required response;
- To meet statutory responsibilities for all partners in relation to children’s safeguarding.

The key partners in the Children’s Hub will be:

- Redcar and Cleveland Borough Council
- Middlesbrough Borough Council
- Cleveland Police
- South of Tees NHS Foundation Trust
- South of Tees Clinical Commissioning Group
- Tees Esk and Wear Valley NHS Foundation Trust
- Harrogate & District NHS Trust Foundation Trust

Out of Scope

- Adult Services
- Non familial domestic violence
- North Tees arrangements and interface will remain critical (although this project will reflect much of their work)
- Out of hours service

1.4 Anticipated Benefits

The benefits of developing a South of Tees Children’s Hub are as follows:

To children and families/service users

- Single place for seeking advice, guidance, support and direct services;
- Children and families receive the right services, at the right level, at the right time;
- Bring agencies to think ‘family’ with the child at the centre;
- Opportunities to proactively support families and avoid escalation of need;
- Integrated pathway into services.

To the organisations:

- Coordinated use of intelligence to inform timely and proportionate multi agency decision making;
- More efficient use of multi-agency resources;
- Development and sharing of expertise;
- Streamlined processes;
- Using intelligence to identify vulnerable children and families;
- Opportunities for multi-agency response;

1.5 Critical Success Factors

This project aims to develop current arrangements to create a Children’s Hub which brings together expertise across organisations to strengthen information sharing, risk assessment and joint decision making to ensure children and their families receive the right services at the right time.

The following criteria will demonstrate success of this project:

- Effective pathways for children and their families;
- Better targeting of children and families supported through early help assessment;
- Improved rates of response to referrals with timely decision making and less delay associated with information gathering;
- Reduction in number of re-referrals;
- Increase in the number of children identified within households affected by domestic abuse receiving appropriate support;
- Increased police engagement in strategy meetings;
- Services to be judged as ‘GOOD’ through external scrutiny;
- More holistic triage of need for children;
- Reduced number of referrals to specialist services
- Reduction in number of section 47 enquiries.

2. PROJECT PLAN

2.1 Overall Approach

There are four stages to the project:



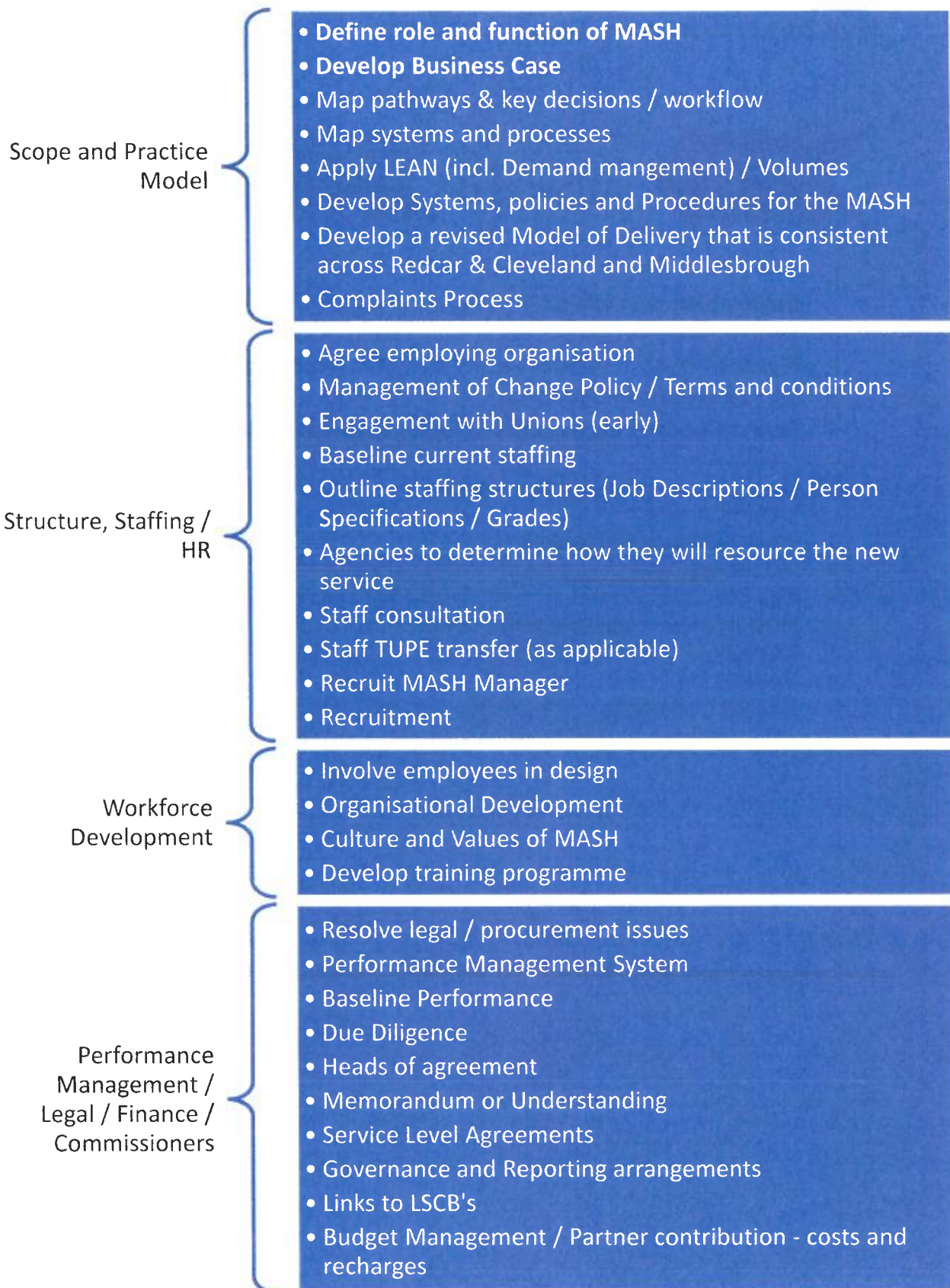
- Develop detailed solution including service design – output will be the approval of the final business case
- Implementation including creating the service and the capability
- Go Live and benefit realisation
- Evaluate whether the project is delivering what was intended

Project Management arrangements to include:

- Project Initiation Documents
- Issues Log
- Risk Log
- Project plan & supporting action plans
- Highlight / Progress reports
- Decision Log
- Minutes of meetings

2.2 Key Tasks and Deliverables

2.2.1 Service Design Workstream



2.2.2 Remaining Workstreams



2.3 High Level Project Schedule

Key milestones for the project are:

1. Initial decisions to inform design – end June 2016
2. Business case approved – end July 2016
3. Formal legal sign off – end October 2016
4. Start transition to new service – end December 2016
5. Service Live – end March 2017

2.3.1 Strand: Service Design – Scope and Practice Model

Milestones	Timescales
Define role and function of Children’s Hub	June 16
Map pathways and decisions / workflow	June 16
Map systems and processes	June 16
Capture demand management and volume data	June 16
Develop full business case	July 16
Develop policies and procedures	December 16

2.3.2 Strand: Service Design – Staffing Structure & HR

Milestones	Timescales
Baseline current staffing structures	July 16
Develop management of change policy	July 16
Develop outline staffing structures	August 16
Staff consultation	September 16
Recruit Children’s Hub Manager	December 16
Recruit into remaining posts	March 17

2.3.3 Strand: Service Design – Workforce Development

Milestones	Timescales
Involve employees in design	July 16
Workforce development	March 17

2.3.4 Strand: Service Design – Performance Management / Legal / Financial

Milestones	Timescales
Resolve legal and procurement issues	July 16
Agreement in principle to Children’s Hub	Confirmed
Formal agreement of all partners	July 16
Develop performance management framework	July 16
Baseline current performance	July 16

2.3.5 Strand: Systems and ICT

Milestones	Timescales
Map existing systems	July 16
Specify requirements for new Children’s Hub	July 16
Procurement and implementation of ICT solution	March 17

2.3.6 Strand: Accommodation

Milestones	Timescales
Identify possible options for accommodation	June 16
Develop accommodation	March 17
Implement logistics (telephone / address / front of house)	March 17

2.3.7 Strand: Information Governance

Milestones	Timescales
Identify and resolve all IG issues	October 16
Develop policies / procedures and staff training	March 17

2.3.8 Strand: Stakeholder Management and Communications

Milestones	Timescales
Identify key stakeholders and develop communications plan	July 2016
Implement plan and revise as necessary	March 17

2.3.9 Strand: Operation Encompass

Milestones	Timescales
Implementation in Redcar and Cleveland, Middlesbrough	March 17

2.4 Assumptions

The project is predicated on the following assumptions:

- There is a vision that the delivery of the project will lead to improvements to outcomes for children, young people and their families and this is shared by all contributing partners;
- The expertise exist within the partnership to deliver the project;
- That all partners are committed to the success of the project;

- The business case for the development of a Children's Hub across South of Tees is evidence based and will improve outcomes for children;
- That agencies will commit their resources to the development of the Children's Hub.

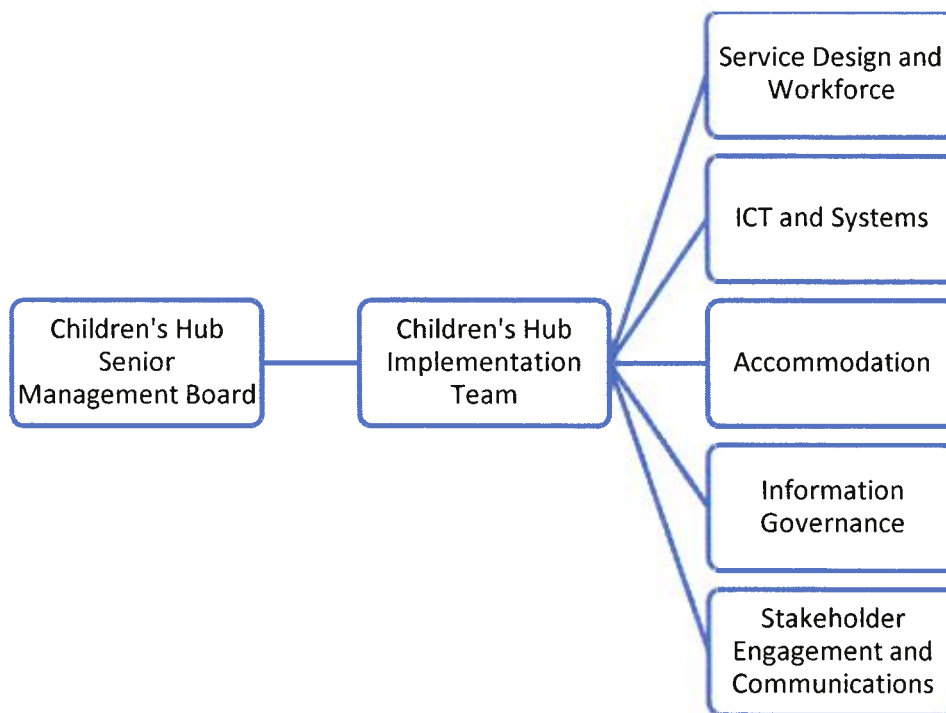
2.5 Constraints

The constraints on this project are as follows:

- Legislative framework which governs children's safeguarding, statutory services and early help;
- Decision making must take place within the framework of local democratic processes;
- Arrangements for IT and information sharing arrangements must comply with data protection and information governance;
- Project needs to be delivered within pre-determined cost envelope and be sustainable within existing budgets;

3. PROJECT ORGANISATION AND APPROACH

3.1 Overall approach / Team structure



Support Team	Reference Group
Performance	Legal
HR	Information Governance / Caldicott Guardians
Finance	
Communications (Publicity)	

Senior Responsible Owners

Director of People Services for Redcar and Cleveland and Director of Children’s Services Middlesbrough Borough Councils

Project Sponsors - Partners

- Director of People’s Services for Redcar and Cleveland Borough Council;
- Director of Children Services, Middlesbrough Borough Council;
- Detective Superintendent Cleveland Police;
- Director of Nursing South Tees Hospitals NHS Foundation Trust;
- Named Nurse South Tees Clinical Commissioning Group;
- Named Nurse Tees Esk and Wear Valley NHS Foundation Trust.
- Harrogate and District NHS Foundation Trust

Children’s Hub Senior Management Board

FULL MEMBERS

- Barbara Shaw, Director of People Services Redcar and Cleveland Borough Council
- Richenda Broad, Director of Children Services, Middlesbrough Borough Council
- Alastair Simpson, Detective Superintendent, Cleveland Police
- Linda Bulmer / Wendy Medd, Heads of Children’s Services, Redcar and Cleveland Borough Council
- Alison Brown / Richard Horniman, Middlesbrough Borough Council
- Jean Golightly, Designated Nurse Safeguarding and LAC , CCGs North and South of Tees
- South Tees Hospitals NHS Trust
- Karen Agar, Tees Esk and Wear Valley NHS Foundation Trust
- Paul Edmondson-Jones, Public Health, Redcar & Cleveland Borough Council
- Edward Kunonga, Public Health, Middlesbrough Borough Council
- Project Manager – TBC
- Representative Harrogate and District NHS Foundation Trust

ASSOCIATE MEMBERS

- Jane Humphreys, Director of Children’s Services, Stockton Borough Council
- Sally Robinson, Director of Adult and Children’s Services, Hartlepool Borough Council

Children’s Hub Implementation Team

Sue Reay	Stockton Borough Council	Project Manager
Linda Bulmer/Wendy Medd	RCBC Borough Council	Project Lead – RCBC
Alison Brown / ?	Middlesbrough Borough Council	Project Lead – Middlesbrough
Sue Walton	RCBC	Practitioner –RCBC Business Change Agent
	Middlesbrough Borough Council	Practitioner – Middlesbrough Business Change Agent
	Cleveland Police	Practitioner – Police Business Change Agent
	STHFT	Practitioner – STHFT Business Change Agent
Teresa Flaherty	TEWV	Practitioner – TEWV Business Change Agent
	Cleveland Police	Practitioner – Police Project Encompass
	RCBC Borough Council	ICT Lead

Sarah Lamont	RCBC Borough Council	Accommodation Lead
Michael Brearley	RCBC Borough Council	IG Lead

3.2 Roles and Responsibilities

3.2.1 Senior Responsible Owner

The Senior Responsible Owner for the implementation of the Children’s Hub will have the following responsibilities:

- Provide strategic leadership for the Children’s Hub implementation
- Define expectations and success indicators
- Agree the Project
- Lead on communications with key stakeholders

3.2.3 Project Manager

The Project Manager has the following responsibilities:

- Overall management of the projects
- Report progress to the Implementation Team meetings
- Ensure the project delivers on time and on budget
- Develop the overall project plan
- Updating the key project documentation
- Record and track all key decisions
- Managing the project’s risk management and issue resolution activities

3.2.4 Support Team

Project technical support will be provided for projects within the overall programme Performance management, Communications, HR and Finance. Also needed is Legal and Information Governance input from all partner organisations.

3.2.5 Business Change Agent

- Develop solutions
- Review and quality control of deliverables

3.3 Progress Reporting

Senior Management Board – Every Two Months initially

Implementation Team – Monthly initially

Workstreams – to meet as appropriate

3.4 Quality Management

Our project management approach includes a focus on quality assurance and review.

Our Quality Assurance and Review approach for this phase covers:

- Ensuring the ‘fitness for purpose’ of all the deliverable items for each of the projects
- Meeting stakeholder requirements

A pragmatic approach to quality management is being adopted, to avoid unnecessary overheads. The emphasis will be on the deliverables being fit for purpose. The review process will include all or some of the following:

- Peer review by other project managers
- Review by the appropriate stakeholder and sign off
- Review and sign off by other interested parties
- External challenge where appropriate

3.5 Change Control

Once deliverables have been signed off, they will be stored on the network and will be subject to change control.

All major changes will require Strategic Management Board approval depending upon the change.

4. RISKS AND ISSUES

4.1 Risk Management

A project risk log has been established. The risk log is filed on the network. The risk log will be reviewed on a monthly basis and updated as appropriate. The risk log will be reported to the Strategic Management Board.

4.2 Issues

An issues log has been established. The issues log will be reviewed on a monthly basis and updated as appropriate. The issues log will be reported to the Strategic Management Board.