

COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment	
Children, Families and Adults		Name: Charlotte Black	
Service / Document / Function being assessed		Job Title:	
Neighbourhood Cares		Service Director: Older Peoples Services and Mental Health	
Business Plan Proposal Number (if relevant)		Contact details:	
C/R.5.304, A/R.6.171		Tel No: 01223 727990	
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Aims and Objectives of Service / Document / Function			
<p>The vision for the programme is for a model of care which is preventative, flexible and responsive. We want to move away from a system of separate, specialist countywide teams with a reliance on statutory assessments, annual reviews and remotely commissioned care to a model where our teams know their local communities, and build support around people's needs in a way which makes sense to them.</p> <p>The key outcomes we want to achieve are:</p> <ul style="list-style-type: none"> • Shift as much resource as possible to the front line. • Free up staff to have more direct contact with the people we need them to work with, in the way we want them to work. • Improve the quality and continuity of the service user experience. • Generate capacity where we currently have capacity gaps, particularly in home care. • Reduce the cost of care (in the back office and in commissioned care). • Set ourselves up for the future – the learning from the pilot sites would then be the basis for the wider transformation of the whole system. 			
What is changing?			
<p>The proposed pilot will test new ways of working which are vital to the achievement of better outcomes and managing with a reduced budget for social care over the medium term. If successful, the ways of working developed through the pilot would then be rolled out countywide and form the basis of our model of local care across Cambridgeshire. The pilots will link closely to our Community Resilience Strategy and Community Hubs work, helping to develop local solutions to the need and build on the neighbourhood approach and natural community networks, assets and strengths.</p> <p>The proposal is to establish small local teams in two pilot sites, with a relatively small patch. We will specify the functions to be delivered but will look to give the teams as much flexibility as possible in how these are delivered. We will advertise for a single generic position of "Neighbourhood Worker" and will look to recruit people who are enthused by the possibility of working flexibly and creatively and by taking on new challenges and responsibilities from a range of different professional backgrounds and with different skills, encouraging people to share their expertise with one another and allowing the team to match the team member with the most appropriate skills to the needs of each service user.</p>			
Who is involved in this impact assessment?			
e.g. Council officers, partners, service users and community representatives.			
Council officers			

What will the impact be?

Tick to indicate if the impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age	x		
Disability		x	
Gender reassignment		x	
Marriage and civil partnership		x	
Pregnancy and maternity		x	
Race		x	

Impact	Positive	Neutral	Negative
Religion or belief		x	
Sex		x	
Sexual orientation		x	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation	x		
Deprivation		x	

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

Positive Impact
The model of care we are promoting is designed to improve outcomes and the experience of care. By providing care in a more local and personal way, we will support people to remain independent, socially and physically active, mentally well and retain quality of life. This should have a positive impact on older people and the more local approach should have a positive impact on any isolated communities which are in the catchment area of the pilots.
Negative Impact
Not applicable.
Neutral Impact
The pilots should not have any detrimental effect on any of the other groups. As the approach is more personal any impact is likely to tend towards positive.
Issues or Opportunities that may need to be addressed

Community Cohesion

If it is relevant to your area you should also consider the impact on community cohesion.

As this is a model where our teams know their local communities, and build support around people's needs it is likely to have a positive impact on community cohesion.
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COMMUNITY IMPACT ASSESSMENT

Directorate / Service Area		Officer undertaking the assessment
CFA, Children's Social Care Directorate		Name: Fiona Mackirdy Job Title: Interim Head of Looked After Children Contact details: Fiona.mackirdy@cambridgeshire.gov.uk Date completed: 19-12-2016
Service / Document / Function being assessed		
No Wrong Door Model to improve outcomes for children on the edge of care, looked after and care leavers		
Business Plan Proposal Number (if relevant)	C/R.5.403, A/R.6.205	
Aims and Objectives of Service / Document / Function		
<p>'No Wrong Door' is a model that is being employed successfully by a number of local authorities, with North Yorkshire being the pioneer. It aims to provide young people who are experiencing family breakdown, those looked after, and those leaving care with flexible accommodation and support from a single multi-agency team. The team comprises residential staff, outreach workers, clinical staff, speech and language therapists, police officers and support from drug and alcohol services, youth offending services, supported accommodation provision and housing providers. Key to the model is a shared management structure, training and a shared understanding of the model's culture and vision. In regards to Council services affected by this proposal, these are primarily services for Looked After Children and families where children are at the edge of care. These services fall into the Children's Social Care Directorate and the Enhanced and Preventative Services Directorate.</p> <p>The Children's Social Care (CSC) Directorate is responsible for children's social care services across the county. Its responsibilities include: lead responsibility for ensuring compliance with safeguarding standards, purchasing arrangements for social care, fostering, children's disability services, and work with children and families on child protection plans and 18-25 services. Social work is delivered through the 'Unit Model'; each Unit consisting of a small group of professionals including a consultant social worker, social workers, a specialist clinician and a unit co-ordinator.</p> <p>The Enhanced and Preventative Services Directorate (Early Help) is responsible for providing a range of local universal preventative services and more specialist services for children and families that may be more vulnerable. Early help is about identifying families who are beginning to struggle, stopping problems deepening and preventing the need for costly specialist or crisis interventions with effective early action. Its responsibilities include: children's centres, the Youth Offending Service, the Family Intervention Partnership (FIP), Education Welfare and Multi-Systemic Therapy.</p>		
What is changing?		

Implement a No Wrong Door model in Cambridgeshire using Victoria Road residential home in Wisbech as the hub base. The scoping and implementation phase of the project has begun with a visit to North Yorkshire to collect intelligence.

Four stakeholder workshops will be held to engage staff. There will be marketing activity to secure additional foster carers and supported lodgings carers. These carers will be assessed and will be provided with therapeutic re-parenting training, restorative practice training and Therapeutic Crisis Intervention Training .

A No Wrong Door Manager will be employed on a 2 year fixed term basis to oversee implementation and delivery of the model. There will be a number of other posts that will provide multi-agency support to the project including a data analyst (funded by partner agency), a band 6 mid-point Speech and Language Therapist, 1.5 fte Clinicians, relief contractors, 0.6 fte Advocacy Worker, Maths and English teaching provision and residential staff. Some of these costs will be covered by the current Victoria Road budget.

This team will bring together a variety of accommodation options and support, including outreach across the county, under one management umbrella. This will provide consistent relationships and continuity of keyworker as young people move into independent accommodation.

The service will require start-up costs and delivery costs for the first two years but in the years following, the costs of the model will be offset by reductions in the number of looked after children and the cost of specialist external placements. Key to the model is the consistent wrap-around support for young people with complex needs to avoid the use of costly external provision that may not meet needs. The hub will also prevent placement breakdowns by providing outreach support for young people and their carers. Joint funding from partners is being sought for key posts within the model and partners will be expected to identify how the implementation costs will become part of base budgets.

Who is involved in this impact assessment?

e.g. Council officers, partners, service users and community representatives.

Young people aged 11 and over who are experiencing family breakdown

Looked after children/ young people aged over 11 who are at risk of placement breakdown

Looked after children/ young people aged over 11 who have complex needs requiring multi-agency support

Young people leaving care who may have experienced multiple placement breakdowns and who have complex needs requiring multi-agency support

What will the impact be?

Tick to indicate if the expected impact on each of the following protected characteristics is positive, neutral or negative.

Impact	Positive	Neutral	Negative
Age	X		
Disability		X	
Gender reassignment		X	
Marriage and civil partnership		X	
Pregnancy and maternity		X	
Race		X	

Impact	Positive	Neutral	Negative
Religion or belief		X	
Sex		X	
Sexual orientation		X	
The following additional characteristics can be significant in areas of Cambridgeshire.			
Rural isolation		X	
Deprivation		X	

For each of the above characteristics where there is a positive, negative and / or neutral impact, please provide details, including evidence for this view. Consider whether the impact could be disproportionate on any particular protected characteristic. Describe the actions that will be taken to mitigate any negative impacts and how the actions are to be recorded and monitored. Describe any issues that may need to be addressed or opportunities that may arise.

Positive Impact

- Reduced risk of child sexual exploitation, missing from care episodes and self-harm
- A reduction in youth offending
- Improvements in young people's emotional wellbeing
- More stable and sustained return home for young people
- Prevention of becoming looked after
- Better outcomes for care leavers such as improved rates of young people in education, employment and training
- Enable young people to build their trust in adults through the sustained relationship with their keyworker
- Improve placement stability
- Reduce the need for specialist placements and associated costs
- Development opportunities for foster carers, staff and other professionals
- Wider community and professional partnership engagement in supporting looked after children and care leavers

As this is a service for young people aged 11-25 years, a disproportionate positive impact will be experienced on those who are within this age category. However, this will not result in any negative impact on younger children or adults so, therefore, does not need addressing

Negative Impact

It is not anticipated that there will be any negative impact

Neutral Impact

The No Wrong Door model will impact the delivery model for edge of care services and services to children looked after and will therefore be embedded in the re-design of services within the Children's Change Programme

Issues or Opportunities that may need to be addressed**Community Cohesion**

If it is relevant to your area you should also consider the impact on community cohesion.

Version Control

Version no.	Date	Updates / amendments	Author(s)
1.0	16.12.16		Sarah Leet