

Committee: Children and Young People Policy & Scrutiny Committee

Date: 1 October 2009

**TEAMS AROUND SCHOOLS, CHILDREN AND COMMUNITIES
[TASCC]**

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Progress Report to Scrutiny Committee - Reorganisation

Background

The 29 TASCC teams were established in September 2007 as a means of delivering integrated services to children and young people in need of additional support that could be based at a local level.

They were based on pre-existing Local Delivery Groups of schools, which were formed to support delivery of the extended schools agenda.

The review of TASCC teams is part of a wider review of Children's Trust arrangements in Essex, which was undertaken in light of the finding of the Joint Annual Review and to ensure that we deliver against the terms of our Improvement Notice.

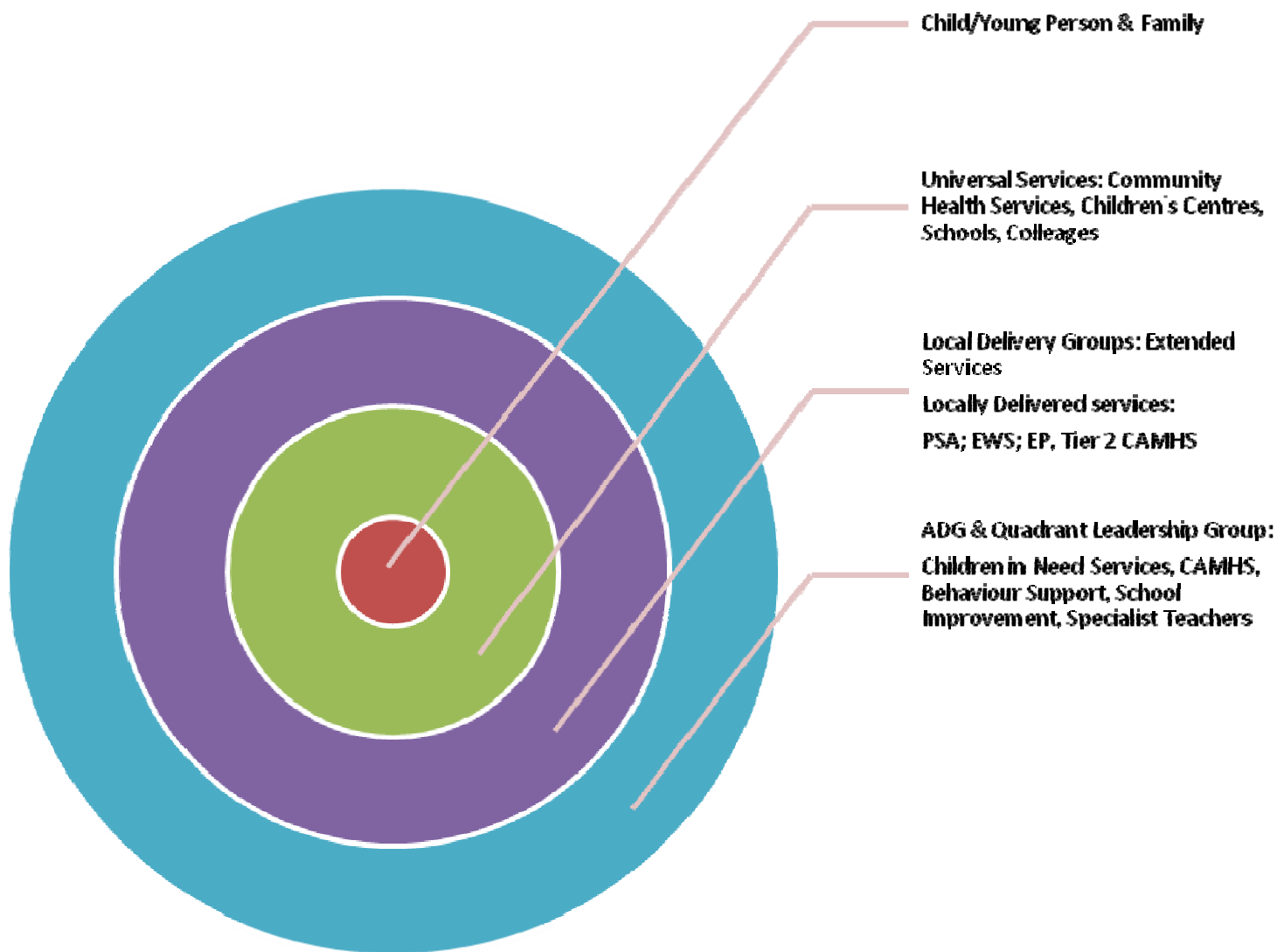
Key Findings from the Review:

- The findings of the Review relating to TASCC teams include:
- That while the strengths of working arrangements established by TASCC teams must be retained, the teams themselves need to be replaced by a different operating model based on quadrants. The main reasons behind this recommendation include:
 - That services located within TASCC teams are spread very thinly, leading to an inability to deploy resources flexibly in accordance with need;
 - That considerable inconsistencies in practice have developed and access to services has become inequitable across the county;
 - Smaller teams tend to be less cost effective in terms of management, administration and accommodation costs;

- Smaller teams have led to difficulties in maintaining a sufficiently strategic view of needs across the county, leading to an inequitable allocation of resources to meet need;
- The span and responsibilities of the TASC managers is too great to enable them to maintain effective performance management arrangements.
- Despite these issues, a number of aspects of the working arrangements brought in through TASC working are to be retained and strengthened. These include:
 - Integrated working through the Common Assessment Framework [CAF] and Team around the Child approaches;
 - Excellent local knowledge and links with key partners, including the third sector.

The review proposes that:

- We lead and manage our services on a quadrant basis to ensure flexibility of deployment and consistency in service delivery;
- We deliver services at a local level [i.e. at local delivery group level] where feasible and practical;
- We establish Multi-Agency Allocation Groups (MAAGs) at a district/borough level to secure effective multi-agency working and deliver effective services to prevent escalation of needs;
- We establish joint leadership arrangements with key partners including health agencies and schools at a quadrant level:



Business Design and Re-Integration of TASCC Teams

4 Business Design Groups have been set up to recommend the structures to re-integrate the front-line staff into quadrant based teams. The Groups are SENCAN, Integrated Youth Service, CAMHS and Integrated Localities Commissioning (includes MAAGs). Each Group is to report back on Workforce, Finance, Asset Management and Risks (including mitigation). Each Group is chaired by a Head of Service and comprises a multi-disciplinary team from the Service, Project Management, HR and Finance.

There is an overall Business Design Board to co-ordinate the work of these Groups, reporting to the same headings plus Project Management, TASCC Managers, Business Support, HR – Next Steps, Communications and Transitional Arrangements. This Board is chaired by the Head of Commissioning and Business Design and comprises the chairs of the 4 Groups, HR, Finance,

Communications, Project Management plus representation from Business Support and TASCC Managers.

There are 22 TASCC Managers remaining, with 24 posts initially identified to be ring-fenced to these personnel. There are other vacancies that may be suitable for TASCC Managers to apply for. A similar mapping exercise will be undertaken for Business Support.

The following principles have been agreed to underpin the Business Designs:

- Sustainability
- Value for Money (Quality & Cost)
- Local Delivery - Needs Led (Narrowing the Gap and Safeguarding)
- Capacity building
- Graduated response to meet needs levels 1 - 4
- Flexibility (enable further transformation)
 - Essex transformation agenda
 - Schools White Paper
 - BSF

It is anticipated that the changes will, overall, lead to a reduced number of staff, which will be managed via vacancies.

It is also proposed to set up Quadrant Leadership Teams for both Primary and Secondary phases, to meet termly, chaired via the Schools' Heads Area Development Groups. These groups will consist of a multi-disciplinary membership with leads from Commissioning, School Improvement, Early Years/14-19/BAP (as appropriate), SENCAN, CAMHS and Schools.

Timescale and other Considerations

These recommendations are subject to agreement by Cabinet in December.

Pilots of the MAAGs are currently being established in Basildon and Colchester, with a view to them being rolled out across the county by April 2010.

Target date for all proposed changes to be implemented is April 2010, subject to Cabinet approval.