



Staffordshire
County Council

Community Impact Assessment – Checklist and Executive Summary

Name of Proposal: Investment in Children’s System Transformation Phase 2

Project Sponsor: Helen Riley: Deputy Chief Executive & Director for Families and Communities

Project Manager: Janene Cox: Head of Culture, Rural & Safer Communities

Date: 21/10/19

Final Checklist

Prior to submitting your Community Impact Assessment (CIA), please ensure that the actions on the checklist below have been completed, to reassure yourself/ SLT/ Cabinet that the CIA process has been undertaken appropriately.

Checklist	Action Completed	Comments/Actions
The project supports the Council's Business Plan, priorities and MTFS.	√	The Children's System Transformation Plan Part 2 clearly identifies how the investment to change the children's system will meet the Council's strategic plan, key priorities and will over a 5-year period deliver MTFS savings.
It is clear what the decision is or what decision is being requested.	√	Yes, to endorse a whole system approach to Childrens services across Staffordshire and agree investment to enable the effective management of current demand and to change the culture, practice model of delivery.
For decisions going to Cabinet, the CIA findings are reflected in the Cabinet Report and potential impacts are clearly identified and mitigated for (where possible).	√	The CIA findings are covered in the Full Community Impact Assessment as an appendix to the Cabinet report and include risks and mitigation
The aims, objectives and outcomes of the policy, service or project have been clearly identified.	√	The aims, objectives and outcomes are explicit throughout the cabinet paper and associated paper.
The groups who will be affected by the policy, service or project have been clearly identified.	√	Yes
The communities that are likely to be more adversely impacted than others have been clearly identified.	√	There are no communities who will be adversely affected, and plans are in place to communicate with key stakeholders, partner agencies and our workforce on the potential impact of the practice model on their work
Engagement / consultation has been undertaken and is representative of the residents most likely to be affected.	√	Within Families and Communities there is a programme of consultation which has been used to inform the proposals within this paper.
A range of people with the appropriate knowledge and expertise have contributed to the CIA.	√	Families and Communities Senior Leadership Team have all been engaged in the development of the proposals contained within the investment business case and the new model. Workshops with appropriate Heads of Service within the Business have also taken place.
Appropriate evidence has been provided and used to inform the development and design of the policy, service or project. This	√	Visits to high performing authorities, a review of good practice evidence, the Innovation Fund research findings and a review of

Checklist	Action Completed	Comments/Actions
includes data, research, engagement/consultation, case studies and local knowledge.		national, regional and statistical data has informed the proposed model and investment proposals.
The CIA evidences how the Council has considered its statutory duties under the Equality Act 2010 and how it has considered the impacts of any change on people with protected characteristics.	√	These are outlined fully in the comprehensive Community Impact Assessment
The next steps to deliver the project have been identified.	√	These are outlined within the Cabinet Paper

Executive Summary

The Executive Summary is intended to be a collation of the key issues and findings from the CIA and other research undertaken. This should be completed after the CIA and research has been completed. Please structure the summary using the headings on the left that relate to the sections in the CIA template. Where no major impacts have been identified, please state N/A.

	Which groups will be affected?	Benefits	Risks	Mitigations / Recommendations
<p>PSED</p> <p>What are the impacts on residents with a protected characteristic under the Equality Act 2010? Highlight any concerns that have emerged as a result of the equality analysis on any of the protected groups and how these will be mitigated. It is important that Elected Members are fully aware of the equality duties so that they can make an informed decision, and this can be supported with robust evidence.</p>	<p>All children and Families who are eligible for Children's Services. This will include Unaccompanied Asylum-Seeking Children, children with Special Educational Needs or Disabilities (SEND) and Care Leavers</p>	<p>A new practice model which draws on the strengths of the children, their family and extended family, along with a district model of service delivery which will contribute to more children and families remaining together with the support required, in place to reduce needs escalating. More children will be supported to return to their families of origin after a period in care where appropriate and safe to do so. The development of an inclusive education system, so that children receive the right support at the right time to meet their needs</p>	<p>An increased number of children and families will be supported in the community rather than in the care system. Children's services, with their partners, will be 'holding' this risk. This brings with it a risk that children may suffer additional harm, and that partners do not support 'holding' and managing the risk in preference to care. All stakeholders and partners do not work in partnership to provide early support and therefore the needs of children young people are not met.</p>	<p>The additional family support workers and additional capacity in the children's system will increase the capacity to support families to safely care for their children.</p> <p>We are working with partners to develop more effective joint working arrangements that are reflective of the restorative practice model of working with families.</p> <p>We are co-producing the SEND strategy which will enable families , educational settings and key stakeholders to have n effective voice in shaping and owning the model developed</p>
<p>Health and Care</p> <p>How will the proposal impact on residents' health? How will the proposal impact on demand for or access to social care or health services?</p>	<p>All children and Families who are eligible for Children's Services. This will include Unaccompanied Asylum-Seeking Children, children with Special Educational Needs or Disabilities (SEND) and Care Leavers. This will include parents who have poor mental</p>	<p>The new practice model of delivery includes the introduction of Adult Specialist Workers who will offer specialist services and support to parents/ adult family members to address the root cause of the difficulties that impact on their parenting capacity. Therefore is it anticipated that addressing these adult needs at the earliest opportunity reduces the impact on the child, the emotional and physical harm to the</p>	<p>There is a risk that there is insufficient capacity to meet the identified demand.</p> <p>There is a risk that some children experience further harm by remaining in circumstances where their parents needs continue to render them unable to properly safeguard their children.</p>	<p>The investment in Adult Specialist Workers provides the opportunity to bring the specialist knowledge and skills to children and families at most risk, at the earliest opportunity. The additional capacity in the whole system to address these root causes of family breakdown will reduce delay and will ensure that timely and safe decision making is in place.</p> <p>Having these workers integral to the service removes the barriers</p>

	<p>health or substance and alcohol misuse issues.</p>	<p>parents/carers and therefore reduces the number of children and families who will experience the trauma of separation from their parents. The development of the SEND and inclusion model brings together education, health and social care in partnership with children young people and their families to address needs at the earliest opportunity</p>		<p>of organisational waiting lists, multiple referrals or allocation of resources. The development of the partnership arrangements will improve child centred approaches, transparent decision making processes involving education, health and social care.</p>
<p>Economy How will the proposal impact on the economy of Staffordshire or impact on the income of Staffordshire's residents?</p>	<p>This proposal is for a significant financial investment into children's services from the County Council, it is anticipated that through a reduction in the looked after numbers there will be a return on the investment and an eventual saving to the authority. Working in partnership with educational settings and CCGs this proposal includes the development of the whole SEND delivery model in order to prevent later higher cost needs.</p>	<p>The proposed new practice model and ways of working, will enable more children to remain with their families and stay out of high cost care. There is also an emphasis on children with Special Education Needs and Disabilities (SEND) receiving the right support at the right time in appropriate educational settings. Our aspiration is that a whole system model with an emphasis on children remaining stable within their family / locality will mean that there will be an improvement in educational achievement/ outcomes within this cohort. Fewer children are excluded and this funding is reinvested to support early intervention</p>	<p>The risk is that the numbers of children in high cost placements does not reduce to realise the savings expected/anticipated. All partners and stakeholders do not engage in the coproduction and therefore ownership of the SEND model resulting in children and young people not receiving support at the earliest opportunity. Permanent exclusions do not reduce</p>	<p>The investments proposed and the new practice model are all aligned with the primary purpose of supporting more children within their families and community at the right time, underpinned with a cultural change that recognises that care entry and out of County care should be the last resort.</p>

Environment				
How will the proposal impact on the physical environment of Staffordshire?	There is a minimum positive environmental impact anticipated.	The aspiration is for more of our vulnerable children to be cared for within Staffordshire and educated in appropriate local settings- this will therefore mean that there will be a reduction in travel , both for case workers, Family support workers and the family members. This will reduce co2 emissions.	That it proves difficult to place children within Staffordshire	The development of the SEND and Inclusion strategy. The full implementation of the restorative practice model and the roll-out of this training to partners
Localities / Communities				
How will the proposal impact on Staffordshire's communities?	The Placed Based Approach will impact positively on the development of local communities.	The development of a district based model of delivery for all children's services along with commissioned services which is supported by partners and the voluntary sector will increase local capacity to identify and meet needs at the earliest opportunity.	Re-organisation of children's services to a District model results in disruption to delivery and de-motivates the staff group. The capacity to meet identified needs in local communities and districts is unable to meet demand.	The implementation of a comprehensive programme of engagement and consultation with the workforce, stakeholders and partners so that everyone is aligned, enthused and understands the key objectives. Working with partners, commissioners and community providers with shared objectives should reduce demand across the whole system.