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| Local Members' Interest |
| N/A                     |

## **Safe and Strong Communities Select Committee – 5 March 2018**

### **Children's and Families System Transformation & Update on Pilot Projects**

#### **Recommendation**

1. That the Committee reviews the progress and supports the recommendation that the pilots become part of our Place Based Approach to Early Help/Earliest Help within the community.

#### **Report of Cllr Mark Sutton, Cabinet Member for Children and Young People**

#### **Summary**

##### **What is the Select Committee being asked to do and why?**

2. The Select Committee is asked to review the further progress of the Pilots and note their impact.
3. Comments from the Select Committee will be reported to the family Strategic Partnership Board and will inform the planning, management and delivery of the Place Based Approach, Early Help delivery and implementation of the Family Support Contract going forward.

#### **Report**

##### **Background**

4. The Children's and Families System Transformation Programme continues to address the challenges identified within the children's social care system and the broader children's system.
5. The 8 pilots were initiated during 2015/16 with the purpose of testing different approaches to dealing with families and children who are presenting with low level needs/issues to assess whether working differently will mean that demand into higher tiers of the system reduces.
6. In July 2017 the Committee was updated on the progress of each pilot project. A copy of that report is attached for reference. As part of that Select Committee Members requested a further progress report to include quantitative data where available.

## **Review of the pilot projects**

### **Cannock**

7. The Cannock pilot project commissioned two providers, West Chadsmoor Family Centre (WCFC) and Community Engagement Support Services (CESS), to deliver a coordinated volunteer led universal and tier 2 family intervention services. Following evaluation the West Chadsmoor Family Centre (WCFC) have had their contract extended until 31/08/18. This has been funded via the Cannock Chase Payment by Results money. The contract with CESS CiC was not extended beyond the initial 12 month period and closed on 30/09/17. This was because the evidence demonstrated that the need for an early intervention service as provided by WCFC is significantly higher in Cannock than Rugeley.
8. The delivery area of the WCFC Pilot has been expanded to include all Cannock wards (as requested by the Select Committee) excluding Rugeley. Referrals to the service are from Redhill, Moorhill, Chadsmoor Primary Schools, Staffordshire University Academy and Cannock Chase High School.
9. Since May 2017 the WCFC Pilot is now regularly receiving referrals which are being de-escalated from Local Support Teams through the local early help triage process. They are now working with 24 families, of which 12 cases were safely 'stepped down' from the Local Support Team (LST), which would have previously remained within the system longer or represented at a later date (this will continue to be monitored).
10. To measure family progress towards outcomes the pilot has used the Outcome Star Tool which is an evidence based tool for supporting and measuring change and is also used by the BRFC Programme. Of all those families 'stuck' in terms of progress at the first outcome star reading, all have progressed by the time of the second reading. There has been significant progress in terms of physical health, wellbeing, emotional needs, social networks, boundaries and behaviours and family routines. Issues that have progressed but have improved less significantly are keeping children safe, education and learning, home and money and progress to work. 17 of the 23 families (75%) where outcome stars have been completed have seen a positive change.
11. To ensure sustainability WCFC have engaged in three meetings regarding a potential consortium bid with Spark CiC to explore a Big Lottery Application.
12. As the Place Based Approach is rolled out it is intended that the WCFC early intervention service and its Family Centre works alongside the Family Support Service to ensure that there are a range of local assets providing low level support within the community it serves (see appendix).

### **East Staffordshire**

13. The East Staffordshire pilot is focused upon strengthening community assets and bringing together statutory, community and voluntary sector organisations to provide an effective and accessible 'touch point' for families.

14. This pilot has focussed on adopting a community asset based approach and it was recognised that evidence of demand reduction into higher tier statutory services will take longer. Therefore it was agreed that this would be a 2 year pilot, and it is due to end in October 2018. The development of social capital alongside continuing coproduction is evidencing positive benefits, building resilient and empowered communities, creating support networks and providing knowledge and access to local community services. This approach is enabling communities, and hopefully in the longer term it will encourage personal responsibility and self-help, and therefore reduce demand into the system.
15. There are 4 work streams within the pilot. They are:
  - a. Workstream 1 - Improved Community Information – Increasing awareness of local support services for communities
  - b. Workstream 2 – Early Years and Health - Improving access to early years services and preventative healthcare
  - c. Workstream 3 – Skills and Jobs - Improving access to support for entry into paid employment and/or volunteering
  - d. Workstream 4 – Environment and Community Safety - Reducing ASB incidents promoting safer communities and better environments
16. Work stream 1 and 3 have met regularly to positively progress activity. There has been an increase in participation of families in the Ready Steady Library Project. Parish Council members have been actively engaged and the development of an information directory is in progress. Ready Steady Library Project, has evidenced that 25% of the participants are from the Shobnall ward.
17. Ready Steady Library, funded by a successful grant of £60,000 from Arts Council England (ACE), aims to increase the number of children accessing universal education provision, reduce referral rates to services and improve school readiness.
18. Ready Steady Library is contributing to this through:
19. Over the Summer months 20 critical friends have been recruited to the project including representatives from Early Years, Polish Association, Islamic Group, OFSTED, Children's Centres, parents, adult and young volunteers and health. Their role is to be part of a focus group giving feedback on the resources, engaging the community and acting as observers and advisers.
20. Participant locations include the following areas:
  - a. Shobnall 25%
  - b. Eaton and Horninglow – 15%
  - c. Town – 17%
  - d. Anglesey – 23%
21. These are our target location based on level of needs, and current access to service provision.

22. To date the project has enabled:
  - a. The library service to make new and strengthen existing partnerships
  - b. Encouraged families to visit the library and over the duration of the project helped parents to give their child the best start in life so that their child is ready for school
23. Following an evaluation of the data, Work Stream 2 has revised its objectives to focus on increasing GP and Dental registrations. Work is planned to take place with Grange School where there is a higher number of families believed to be recently transitioned into the area.
24. Workstream 3 is on track with BRFC families identified as workless households. ESOL and IT classes have begun and take up has been positive. Job Club/Advice & Guidance sessions targeting these families have also begun and these will be reviewed periodically by Trent & Dove and CAB who are delivering the sessions in partnership. Since July, 18 BRFC households have been identified as workless within Shobnall (ie. No one working in the household). One of these households has successfully secured employment. Further outcome data will feed into the Place Based Approach within East staffs.
25. As part of Workstream 4, the ASB incidents in Unity Park have now reduced. The events held in Shobnall promoted the positive use of the park and this promotional work continued through into the event in October 2017. This work stream is now hoping to secure charitable funding for new playground equipment.
26. As part of the Place Based Approach an initial workshop was held in Burton. This was well attended by statutory, voluntary and community providers. It is recognised that work to date as part of this pilot has engaged both the community and relevant providers positively and it will inform the approach going forward.

## **Lichfield**

27. The Lichfield pilot is developing community based solutions to support families with children aged 0-5 years. These families have known low level risks factors and the pilot aims to reduce the number of families escalating into higher tier services. The pilot is a collaboration of SPARK Community Interest Company (CIC) and the Burntwood Childcare Hub.
28. Processes have been embedded with Spark CiC to measure their engagement with potentially vulnerable families and they remain collaborative partners of the district Children's Centre Advisory Board. Their running costs continue to be met through local grants, funding bids, voluntary contributions and room hire charges. Board members are established in their roles and they continue to operate entirely with volunteers to deliver their service to the community.
29. Spark CiC has now input 12 months user data into the 'UPSHOT' programme, by cross matching the UPSHOT attendance registers using the home postcode, Spark and SCC continue to identify those under 5s attending the Spark Centre

from the 'Very High' and 'High' BRFC LSOA demand areas in Burntwood, Cannock Chase district and also Lichfield.

30. As a result of the 'incentive payment' process which is now embedded, SCC continues to reimburse Spark, £3 per session for each geographically targeted "at risk" attendance from potentially vulnerable families from those LSOAs.
31. Since the start of data capture in April 2016 Spark has engaged with a total of 178 unique under 5s from the BRFC Demand areas. This equates to 33% of the total 478 under 5 individual attendees.
32. Following SCCs supportive marketing campaign last term with Spark to reach more families, Spark now have their own membership form and 2,000 households in the demand areas received the 'Spark Brochure', delivered by Spark volunteers. This initiative has seen an increase in attendance and membership with more families signing up to a Spark membership. Spark CIC has seen the following increases from Summer 2016 to Summer 2017:
  - a. 177% increase in the number of sessions delivered
  - b. 128% increase in unique attendees from 'at risk' LSOAs.
  - c. 168% increase in unique attendees from other LSOAs.
  - d. 286% increase in participation hours.
33. Spark's Facebook page advertises all the sessions available to families from a wide range of partners.
34. SCCs partnership with Spark CiC has been recognized as a model of best practice by the Family and Childcare Trust. Josh Cottell from the Trust has been asked to complete a piece of research for the Greater London Authority which includes identifying examples of good practice in early year's education and childcare. The finished report will be shared with local authorities in London, and also made publically available. Whilst we are not yet in a position to provide long term tangible results regarding demand reduction all outcomes to date suggest that this approach is effective in engaging families in preventative and supportive activity , and as the Place Based Approach is rolled out across the district we will continue to build on this model.

## **Newcastle**

35. The pilot in Newcastle was originally focussed around the development of locally based intelligence function, the creation of a Tenshi Challenge to identify a solution with support for the Girl Power group, which supports young girls at risk of Child Sexual Exploitation (CSE). This work ceased in July due to difficulties in resolving issues relating to information sharing at a local level and the Tenshi Challenge did not provide an innovative solution. Taking the learning from this pilot solutions to information sharing are being progressed at a strategic level across the Children and Families Strategic Partnership.

36. Following this decision the locality partnership within Newcastle made the decision to focus on expanding and developing the Girl Power project which is jointly funded via the Borough Council and SCC.
37. The Select Committee are reminded that the Newcastle pilot ceased as part of the Children's Transformation Programme and that the contract to ARCH for the Girl Power project is monitored through the contract monitoring process locally.

### **South Staffordshire**

38. The South Staffordshire pilot commissioned a tier two early help service to bridge the gap between school and community support. The pilot has evolved from a commissioned Early Help Service (EHS) into assessing how partners and community organisations can support families at the earliest stage to prevent escalation into higher tier services.
39. 12 months into delivery, TSU led an evaluation of the pilot. The outcomes of which are as follows:
  - a. Schools do own the pilot as they have co-produced and supported its growth.
  - b. The EHS is now transparent and trusted.
  - c. Seamless transition between services has been achieved.
  - d. The pilot has improved communication, confidence, and has created positive working relationships.
  - e. Families are better supported at the level which is more suited to them.
  - f. Organisations and practitioners have greater awareness of the resources which are available within the local area.
40. The performance indicators have now been amended to enable the pilot to monitor any reduction in demand to public services and to evidence improved outcomes for individual families.
41. A drop in session for residents in the area at the end of June was organized by the Village Agent. The EHS attended and promoted a range of organisations of which offer Early Help support. As a result of this event four families self-referred.
42. A mapping of the services in the area has been undertaken by SCYVS. This was then overlaid with the needs highlighted through the Outcome Star. This has enabled the partnership to identify gaps in the earliest help provision and proactively seek solutions.
43. SCVYS have also met with the Early Years Coordinator to identify groups which with additional development could support children and families at an earlier stage.
44. The evaluation also showed that referrals from the pilot into the LST have increased. However, when looking further into the data the following issues have been identified:

- a. There were a number of inappropriate referrals (due to a lack understanding of thresholds, this has since been rectified).
  - b. One of the pilot schools has amended their policy for managing school attendance resulting in an increase in penalty notices. This has increased referrals to the Education Welfare Officer within the LST. The school is confident that parents will note this policy change and there will be fewer referrals in the future.
  - c. Due to a further policy change within the schools there has been an increase in exclusions; again this should not mean a longer term increase in referrals.
45. The Learning from this pilot has fed into the review of the Early Help Assessment process and paperwork
46. The EHS has engaged with 45 families and an overall progress for parents within these families has improved. Out of the families engaged with the EHS the following vulnerabilities are as follows:
- a. 26 children/parent have a disability,
  - b. 2 families have a parent in prison,
  - c. 10 families have one or both parents out of work and claiming benefits and
  - d. 3 families from minority ethnic backgrounds.
47. The review has shown that 50% of families were previously making good progress and this has now risen to 68%. The EHS is continuing to increase the number of community organisations involved in supporting families.
48. Meetings have now taken place to roll out the Place Based Approach in South Staffordshire and the development of the Family Support Specification has been informed by the learning from this and other tier 2 pilots.

## **Stafford**

49. The Stafford pilot has implemented a Multi-Agency Centre (MAC) based in Stafford Manor and a community hub within Doxey Primary. The aim is to provide tier 2 support for children, young people and their families who have identified needs and where no formal intervention is taking place. The Stafford tier 2 provider is also supporting Stafford Manor High School families to step down from the LST and transition smoothly into low level universal service.
50. 40 young people have been supported in the MAC since January 2017 without any input from the LST.
51. The outcome star has not been used with families however the school's own evaluation evidences that behaviour incidents have reduced by 60%.
52. Stafford Manor has reorganized pastoral care around the MAC and are working closely with community organisations to enable access to early family support.
53. Stafford Manor has a high number of children on pupil premium (62%) and the new Head teacher and governing body continue to support the value of pilot.

54. The pilot has lost its MAC coordinator and the school has recruited a community organisation (SAAAB) to coordinate the MAC and access to early family support. This has established stability.
55. SAAAB also provide interventions around behaviour and attendance, responding to issues and themes arising from the early help assessments.
56. There are clear indicators that the MAC is now becoming part of the community - extending early help and support to children and families beyond the school's policies and practices to improve their life chances. This is evidenced through the links with Rising Brook Baptist church that now provide a range services within the MAC.
57. There is now a relationship between school and the Building Better Opportunities BBO Community Engagement and Volunteer/Work Coordinator (which will support the delivery of outreach as part of the MAC).
58. The communication between school and the LST continues to improve. A member of the LST is based there one day a week. The school pastoral team and the LST practitioner have regular face-to-face contact and the sharing of information / data in regards to attendance, persistent absence, safeguarding is in operation.
59. The mapping of services against identified need has been completed and this has been shared with partners to ensure family support at the right level and effective signposting. It will continue to be refined as pathways develop and can be further used to develop community services to address gaps.
60. The link between Doxey Primary and the Children's Centre is now established and the co-ordinator has started the delivery of a parent and toddler group - once the sessions get established she will begin to monitoring the progress of the children.
61. Additional data shows that there has been a 60% decrease in the number of incidents of challenging behaviour since January 2017. This is a significant reduction and the school believe it is related to the way that SAAAB are delivering the interventions by coaching teachers to respond more positively and holistically to a child's challenging behaviour.
62. PBA engagement and rollout is due to begin in January 2018, consideration will to the outcomes of this pilot and the synergy with PBA.

### **Staffordshire Moorlands**

63. The Staffordshire Moorlands pilot is working with Health Visitors, Nurseries and Schools in the Leek North area to identify families who are not in receipt of services, but there are concerns that the families need may escalate.



64. The intention of the pilot is to see whether a community focused and lower level intervention with a whole family would build resilience. The pilot offers the basis for the development of a place based approach in Staffordshire Moorlands.
65. Visyon has been commissioned (September 2016) at £15,000 per annum for a two year period to work with a rolling programme of 20 families.
66. The current figures to September 2017 show that there have been a total of 41 family referrals made to Visyon with 62 children in these families being supported.
67. Whilst the pilot opened out to a number of schools the 3 main referring schools were Beresford Primary, Churnet View Middle and Leek High, alongside referrals from Health visitors. The majority of families presented with multiple needs upon assessment however the three main areas of need were linked to emotional health, behaviour and parenting support.
68. Evaluation with the families has evidenced that by providing early support via a third sector charity trust and confidence within the families has grown. The Visyon key worker has actively worked with families to enable them to create stronger connections within their community.
69. Of the 41 families supported, 28 families have partially achieved outcomes but are making significant progress. 11 families have fully achieved all their outcomes and made outstanding progress. 2 families did not engage and did not achieve outcomes (due to complexity of their cases it was not deemed appropriate). 20 of these families remain open cases, 5 are ready for closure and 16 are closed.
70. None of the 39 families engaging with Visyon have been stepped up to LST or SSU to date.
71. The area the pilot focused on does place the highest demand on statutory services and the quality of provision provided during this pilot has contributed to a visible reduction in referrals to Local Support Teams; with average caseloads in the Leek LST decreasing from 170 to 130 families over the last 6 months.
72. In September 2016 LST 2 (Leek team) were averaging around 180/190 cases open within a month period.
73. This has gradually reduced over the last twelve months and although there was a spike in May 2017 (184 cases) the average caseload for the team is currently reduced to 145/150.
74. Whilst it is recognised that there are a number of contributing factors to this reduction the work Visyon has completed with schools and families is one of those factors. Visyon has also ensured that the referrals now being made by those schools which are closely linked to the pilot are relevant and meet the appropriate criteria
75. This learning will inform the Place Based Approach within Staffordshire Moorlands.

## Tamworth

76. The Tamworth pilot has built on the existing foundations of the established MAC provision, commissioning a tier 2 family support service (Malachi). The service provides a dedicated worker who works with families from two high schools (Rawlett and Tamworth Enterprise College). It is a 2 year pilot that started in September 2016 and will end in September 2018.
77. The three broad objectives for this service are:
- a. Deliver comprehensive targeted family support to include the delivery of evidenced based parenting programmes and transitional support and or transitional support groups for children entering secondary school, working in close collaboration with the schools pastoral teams providing a joined up and seamless service. (Early Intervention).
  - b. Adopt a whole family approach, to provide holistic family support to children, young people and their families delivering effective co-ordinated support, building family resilience, aspiration, tackling roots causes, promoting personal responsibility and empowerment.. Helping families to help themselves to seek the right support, at the right time from their support networks and communities. (Preventative approach).
  - c. Promote and support the development and delivery of integrated practice within the Multi Agency Centres (MAC's) (Integrative approach).
78. The pilot's aims are to:
- a. Provide Holistic Family Support for 60 Families in Year 1 & 90 Families in Year 2 – (A total of 150 Families)
  - b. Deliver 4 Evidence Based Parenting Programmes per year – (A total of 8 Programmes)
  - c. Provide bespoke support for Young People transitioning to Year 7 – (Variable number based on need locally determined)
  - d. MAC Development & Integration - Increase the existing membership from the voluntary sector and community organisations that are connected to local communities & encourage collaborative and joint working, furthermore promoting family resilience and access to community support.
79. The pilot has been progressing well and helping to manage the demand/referrals into local support teams by reducing escalation and demand from the pilot's target schools.
80. The provider has received 32 eligible referrals from Rawlett and 22 referrals from TEC. A total of 2 parenting programmes have been delivered over the year with 5 parents completing the programme. A total of 77 children have been supported via transitional support across academies and primary feeder schools in the district.
81. Early findings are showing that the LST referrals been have reduced for both pilot schools. Referrals from TEC during Apr-Aug 16 were 11, this has reduced to 2 for the same period Apr- Aug 17. Likewise the referral rates for Rawlett during Apr-Aug 16 were 23, this has now reduced to just 8 for the same period Apr-Aug 17.

This data will further validated throughout the academic year to understand the true impact.

82. Landau Forte Amington Academy is now participating in the pilot as the third school for Year 2 of the pilot.

## **Conclusion**

83. Many of the district pilots have progressed with either early intervention or family support approaches that aim to draw upon the involvement of local community assets and voluntary services. All pilots have been responsive to local need and there is much learning to be taken in terms of understanding a different approach to supporting families in their community. There are several district examples that have provided evidence of positive outcomes being achieved as well as a reduction in referrals to LST and higher tiered services.
84. Furthermore there are examples of community and voluntary organisations developing whose aim it is to support vulnerable families to become more resilient and less reliant on statutory services. Positively, within a number of areas there has also been a number of well attended community events to engage with hard to reach families and promote the community offer.
85. The development of social capital alongside continuing co-production is bringing positive benefits by building resilient and empowered communities. It is envisaged that the development of these more resilient communities will encourage and promote personal responsibility and a self-help approach that supports a sustainable children's system in the future.
86. An identifiable success of many of the pilots is their alignment to schools. Where there is a strong relationship with schools and schools have supported the pilot to develop governance, outcome measures and identified cohort of children needing support these pilots have seen the most success.
87. Across the districts the pilots have offered insight into the gaps in provision and good practice, and this has influenced the development of the Family Support Contract.
88. The Family Support Contract brings together the BRFC Accreditation Scheme and the Children's Centre Family Support offer and this ensures that there is a seamless service available in all districts which will enable families to access earlier support. Where appropriate work will continue to develop and align pilot providers with the Family Support Contract to ensure a robust Earliest Help / Early Help offer thrives within communities. Whilst it is recognised that there has been a clear progression in community understanding and support for the pilots we recognise the need to further develop the strength of the partnerships so that families' needs can be confidently met within the community, therefore reducing the need for service intervention.

89. The pilots offer the basis for the continued development of the Place Based Approach. All of these pilots are transitioning into the Place Based work as it develops across the County.

### **Next Steps**

90. A large amount of detailed data is emerging from these pilots which will be analysed for best practice and areas of learning to share, aiming to understand impacts and the potential for invest to save models within the PBA. A paper will be taken to FPEG with the findings.

### **Link to Other Overview and Scrutiny Activity**

- a. Children, Young People and Families Transformation Programme – Safe and Strong Communities Select Committee – 8th June 2016
- b. C,Y,P&Fs Transformation Programme – Overview of Programmes Including the Vision Pilot – Safe and Strong Communities Select Committee – 8th July 2016
- c. Progress with the Children and Families Transformation Programme – Safe and Strong Select Committee – 12th December 2016
- d. Children and Families System Transformation Programme – 16th January 2017

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### **Appendices**

**Appendix A** – Cannock Outcome Star Results

**Appendix B** – South Staffs Outcome Star Results

**Appendix C** – Tamworth Outcome Star Results

**Appendix D** – Family Support Services

### **Background Paper**

Children, Young People and Families Pilots – Safe and Strong Communities Select Committee on 13<sup>th</sup> July 2017.