

Local Members' Interest
N/A

Safe and Strong Communities Select Committee – 8th June 2016

Children, Young People and Families Transformation Programme

Recommendation

1. That the Committee scrutinise the Children, Young People and Families Transformation Programme May 2016 update report outlining the progress since the last update in October 2015.

Report of Cllr Mark Sutton, Cabinet Member for Children and Young People and Cllr Alan White, Cabinet Member for Health, Care and Wellbeing

Summary

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

2. The Select Committee is asked to scrutinise the following report outlining the progress since the last update in October 2015, when it was resolved to share development of plans in 6 months' time.
3. Comments of the Select Committee will be reported to the Programme Board on June 14th for them to take into account when considering planning and management of the programme of work.

Report

Background

4. A presentation was made to the Safe and Strong Select Committee on 6th October 2015 by the Cabinet Member for Children and Community Safety and the Cabinet Member for Health, Care and Wellbeing. The current Children's System faced challenges and a new way of working had been developed with partners, which recognised the importance of system leadership, commissioning in partnership and against root cause, and empowering communities and families to help each other and themselves. By maximising use of all available resources and building on existing good practices, outcomes for children and families would be improved and there would be less dependence on high cost interventions.
5. In the presentation in October 2015 the next steps were to:
 - a. Seek partnership endorsement for owning, resourcing and implementing the new ways of working, and utilise existing multiagency oversight and governance structures where possible.

- b. Develop with Partners: integrated outcomes, commissioning, performance frameworks and governance for families
- c. Continue stakeholder engagement, focusing on schools, health partners, children, young people and families and undertake a community impact assessment
- d. Take the emerging new ways of working back to the Districts for maturation and agreement and ensure that it builds on the learning from Building Resilient Families and Communities model
- e. Establish pilots in the districts with Partners across the new ways of working to build on current good practices
- f. Work up plans with Partners to develop and implement each of the areas of the new ways of working and ensure these are aligned with existing and developing BRFC plans. An outline business case has been developed and shared with Informal Cabinet, and plans have been developed based on the approach of managing demand and costs through addressing root causes of issues, increasing personal resilience, building community capacity and making best use of all available resources, while improving outcomes for children and families. Families will be supported via local networks they know and trust, communities will be empowered at a local level to support families, support provided will enable families to become or remain stable and resilient and independent. The Partnership approach means that wider social and environmental issues will be dealt with, not just the child related symptoms, and children and their families will be supported to prosper in their communities and will be less likely to be moved into formal systems and institutions.

System Leadership (Governance)

- 6. Leadership of the Families and Children's System has been progressed through the development of the Families Strategic Partnership Board (FSPB) which is chaired by Helen Riley the Deputy Chief Executive and Director of Families and Communities, which has strategic oversight of the Families agenda across Staffordshire and reports into the Health and Wellbeing Board. The FSPB is supported by the Families Partnership Executive Group (FPEG) which is chaired by Mick Harrison, Commissioner for Safety Children and Families, which co-ordinates activities that will improve outcomes for children, young people and their families across Staffordshire and ensures all activities interface with other appropriate partnership arrangements, such as Community Safety Partnerships and Staffordshire Children's Safeguarding Board.
- 7. The FSPB and FPEG were established in autumn 2015 and are being matured through development of a joint strategy and outcomes framework, and a jointly managed and monitored work plan. Where appropriate, the work of the Children's System Transformation Programme will be taken forward through this forum. A sub-group of the FPEG has been established which is focussing on integrating commissioning activities between partners. Local governance using existing structures and systems is being developed in Districts and Boroughs to support the FSPB and FPEG, and work is underway to align the Building Resilient Families and Communities (BRFC) governance with that of the FSPB.

8. Considerable engagement with partners and stakeholders continues on a less formal but regular basis to engender system leadership and seek agreement on implementing new ways of working. A particular focus has been on engagement with health colleagues, schools, Police, families and the voluntary community sector. On an internal basis strong governance is in place which consists of a programme board which is chaired by the Deputy CXO and Director for Families & Communities and is attended by the Cabinet member for Children's Services and the Cabinet member for Health and Care. Beneath the programme board sits the steering group which oversees activity within the children and families transformation.

Commissioning

Integrated Commissioning

9. Partnership working is already underway through the Integrated Commissioning Sub-Group of the FPEG, seeking to both improve outcomes and make efficiency savings by integrating commissioning around families and children. Ultimately informed by an intelligence function that is being developed in conjunction with other partners, the group will also consider how best to commission against root causes (our commissioning has been very much focused on dealing with symptom as opposed to focus on root causes), the aim of which is to reduce the impact of, for example, domestic abuse, mental ill-health and substance misuse, and their causes (deprivation, worklessness, poverty, poor housing and disabilities) on families.
10. The group has been meeting monthly since October 2015, with representation from Staffordshire County Council (SCC), Office of Police and Crime Commissioner (OPCC), Clinical Commissioning Groups (CCGs), Stoke-on-Trent City Council. It has evaluated current commissioning arrangements and agreed an approach, and is now focussing on 6 contract areas for quick wins (Healthy Child Programme, Child Adolescent Mental Health Service (CAMHS)/Emotional Wellbeing, Child Sexual Exploitation and Missing Children, Domestic Violence, All Age Disability/Special Educational Needs and Disability Transformation and Transforming Care). These are areas where there is an agreement between partners of issues which have a cross cutting theme and require multi agency commissioning approach. Lessons learned from this will inform developing integrated commissioning into business as usual for partners. This group is also seeking a way to commission approaches to prevent people with a single criteria linked to the Building Resilient Families and Communities (BRFC) criteria from moving further into the system.

Staffordshire County Council Commissioning

11. Work is underway to develop a comprehensive database of current SCC contracts and their performance, with recommendations for contract optimisation and further work required. A work stream has been running since January 2016, holding discussions with commissioners to gather information to populate the database and understand the differing commissioning arrangements currently in place. Recommendations will be made where sufficient data exists in June 2016 on how to improve practices and optimise contracts. Further work will then be required to realise the optimisation and when this work is completed we will look to share our findings across the organisation.

Model Implementation

12. Based on the new operating model (Appendix A) co-designed with partners last year, there are a number of pilots that have been initiated by partners across Staffordshire to explore the delivery of different aspects of the model. Most pilots are currently in the development phase and more details on pilots are provided in Appendix B. The programme will return to the Committee in July for a more detailed discussion on the pilots.
13. Building community capacity and resilience within families is key to the success of the model, to reduce the need for families to access the system. There is a key focus on the need to manage demand across the entire children's and families system and this has been acknowledged at a senior strategic partnership level and it is agreed that there was a need to manage this demand in a more cohesive fashion. This will require a culture shift to the way we currently operate. In addition to the learning from the BRFC on building resilience within families, Staffordshire has support from New Economic Foundation (NEF) and the Cabinet Office that will focus on two areas: children and families in Newcastle-under-Lyme and older people in South Staffordshire. NEF will produce a report of their findings in summer 2016. Work will be required to ensure that appropriate capacity exists or is built into communities, that resilience is supported and help can be accessed earlier, before families enter the system. Plans are currently being developed to take this work forward, initially by building on and extending the pilots where appropriate.
14. Work is also underway to gather data to understand the customer's journey when contacting Staffordshire County Council at its various access points and the effectiveness of the responses. Findings will be used to further shape activity across the partnership and also to inform the wider programme, particularly community capacity development when there is a better understanding of why families contact us and if there are more appropriate alternatives.
15. Staffordshire County Council and Staffordshire Police are working together to design the intelligence function of the model that will ensure an integrated intelligence/knowledge-led system for Children, Families and Communities that supports existing, new and innovative ways of working which deliver improved outcomes, enabling early action, better demand management and root cause to be addressed. Work is underway to understand what intelligence functions already exist in Staffordshire County Council and Staffordshire Police. This work will be expanded to include other partners and a pilot will also inform the future model proposed.
16. Implementation of the Early Help Strategy, developed by the Staffordshire Safeguarding Children Board (SSCB) will play a key role in delivering the outcomes required from the transformation of the Children and Families System. Spotting the early signs that a family is struggling and helping them overcome their challenges is the responsibility of all partners.

Projects in Families First to Prevent Escalation of Need and to De-escalate Need

17. In order to address the statutory service response, Families First are delivering a number of intensive preventative initiatives focusing on those on the "edge of care" – this includes preventing cases from escalating to high tier services and also de-escalating

higher tier cases. Examples of initiatives being delivered (some of these are in partnership) are the Intensive Family Support Service (One Recovery Drug and Alcohol Project) that went live on April 2016, working with families with serious substance misuse issues to try and avoid children being taken into care; the Breathing Space Project, which went live in January 2016 and focuses on supporting mothers who have had babies repeatedly removed from them, aiming to prevent further removals in the future; and the Reunification Project, working to de-escalate need and return children to families.

Community Impact

A Community Impact Assessment has been completed (last updated January 2016) which will be updated as needed when initiatives are implemented.

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Appendices/Background papers

Appendix A – Model
Appendix B – Pilots
Appendix C – Community Impact Assessment