

Local Members' Interest
N/A

Safe and Strong Communities Select Committee – 12th December 2016

Progress with the Children and Families Transformation Programme

Recommendation

1. That the Committee scrutinise this Children, Young People and Families Transformation Programme update report which outlines progress since June 2016

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 scrutinise the following report which outlines the progress since the previous updates in June and July 2016.
3. Comments of the Select Committee will be reported to the Programme Board on 14th December and will inform the future planning, management and delivery of the next phase of the programme.

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. The papers to this Committee in June and July 2016 highlighted that a new way of working had been developed with partners, which recognises the importance of system leadership, commissioning in partnership and empowering communities and families to help each other and themselves.
5. To achieve the benefits of demand reduction, improve outcomes for children and families and utilise all available resources effectively a way forward has been agreed through the Families Strategic Partnership to implement the system transformation through a place-based approach, this is referred to later in the report.
6. Our goal is to create a new relationship between Staffordshire families and the organisations which support them. The aim is to create a balanced partnership where organisations help families and communities to build skills and confidence

so that they can effectively support themselves and one another within their own community.

7. This work is being tested and evidenced through the eight district pilots. A separate progress report will be presented to the Select Committee on the 19th January 2017 based on the report previously submitted on 8th July 2016.

Progress

Governance

8. The current governance structure consists of the Family Partnership Executive Group (FPEG), which informs the Family Strategic Partnership Board (FSPB) to enable collaborative working.
9. A number of working groups report into FPEG including Building Resilient Families (BRFC). A key part of this work is to mainstream BRFC practice across the partnership. A copy of the Families Strategic Partnership: Children's, Young People and Families Strategy is attached at Appendix A. This outlines the outcomes framework and assists FPEG co-ordinating activity.
10. The Families Strategic Partnership (FSP) (Appendix C) revised its partnership arrangements in September 2015. The revised FSPB arrangement provides leadership, on behalf of the Health and Wellbeing Board (H&WBB), for the improvement of outcomes for children, young people and families, to deliver the following H&WBB priorities:
 - a. Starting Well: every child has the best possible start in life to reduce differences in the quality of people's health and wellbeing in the future
 - b. Growing Well: children and young people are supported to reach their potential so that they can have greater control over their lives
 - c. Living Well: children, young people and adults are supported to make good lifestyle choices.
11. The aim is to triangulate activity on the children and families agenda. The FSPB also works closely with the SSCB; examples of joint activity include, Early Help and Hidden Harm.

Early Help

12. Following on from the Early Help Strategy, the Early Help Steering Group is co-ordinating a number of work streams to embed the early help offer as core business across commissioning, workforce development, early years and voluntary sector organisations. This will be captured in a supporting document defining the early help and earliest help offers in conjunction with partners. This will generate the Early Help offer in districts, and a means of measuring it. Discussions will also be held with partners on a district by district basis as part of a Place Based Approach

Pilots

13. With the exception of Newcastle (start date December 2016) the district based pilots are all operational, with Tamworth and Newcastle pilots being included in the place based approach planning. The update on the progress of the pilots will be presented to the Select Committee in January 2017 to enable detailed discussions and evaluation of the pilots.

Community Capacity

14. The 'People helping People' strategy is key to the success of the transformation programme and central to the place based approach. There are a great deal of community based projects that undertake excellent pieces of work with families which prevent them entering a public service system. The place based approach will capture this offer and support and grow this activity within localities. The 0-5 year's age range is a particularly vulnerable group and represents the largest cohort of children on child protection plans; therefore these young children will be a key target group.

Intelligence Function

15. Work continues with designing and piloting an intelligence function, which is now being refocussed in line with the place based approach. The Intelligence Function will support work with families, including commissioning. It will ensure that our commissioning intentions are intelligence led and locally effective.
16. Building relationships and working with the local schools that have valuable information about the communities, families and vulnerable children within their catchments is central to effectively shaping our placed based approach. The work around our intelligence function will use soft and hard intelligence from schools along with other partners, for example health professionals, to fully understand who our most vulnerable families are and where help and support should be targeted.

Front Doors

17. Work has previously been undertaken to reduce the number of access points available to families and individuals who are contacting Staffordshire County Council to ensure that all contacts reach those who are best placed to help. The 'front door' work stream has now refocussed in light of the placed based approach and this may change the original design. The work around an integrated voice recognition system continues and will be implemented in First Response with the aim to direct help to the appropriate location and reduce demand into First Response.

Other Progress

18. The Healthy Child Programme, 0-19 Children and Young People's Health and Wellbeing Programme will commence on 1st April 2018. This will incorporate the health visiting and school nursing contract which is currently being delivered by

separate providers. This will go out to tender and is linked to developing community capacity to support those children under the age of 5 who are our most vulnerable.

19. Work within Families First continues to see positive outcomes for children and families via activities targeted at those on the cusp of statutory intervention. The Intensive Prevention Service is contributing to reducing the number of children aged 11-17 years that become 'looked after'. Through direct work using evidence based programmes on a 1 to 1 basis and family work this project is on target to achieve the anticipated 5% reduction in the number of children in this age range becoming looked after.
20. The Breathing Space project is aiming to prevent repeat removals of babies from mothers where a child has already been taken into care. Again through intensive key worker support in a multi-agency team and working systematically with wider family and social networks, this project is avoiding costs by preventing children entering or remaining in the care system. For example, there are 14 intensive support currently cases open to the service and one mother and baby family have been placed in supported accommodation from foster care whilst another child in care has now returned to the family home on a plan.
21. Families First is also working with partners with a targeted intervention (Intensive Family Support Service) focussed on parental drugs and alcohol abuse, and this service is making positive progress, A total of 43 families have been supported by a family intervention worker and are completing or have completed 4-6 weeks of intensive support in additional to 'check in' support.
22. Where it is appropriate and safe to do so Families First are working to return children who have been in care back to their families. This programme ensures that appropriate support is available to enable this to happen safely and to maintain the child / young person within the family environment.
23. A workshop was held in August 2016, where 25 partners came together to discuss what is meant by Hidden Harm. As a result, the group will develop a strategy to deliver on the Hidden Harm agenda by aligning work already being done around parental mental health, parental substance misuse and domestic abuse.

Integrated Commissioning

24. The working group continues to meet to discuss best practice and developing processes and practices which will enable commissioning for root causes. The group will be meeting at the end of November to consolidate the learning to date and co design a future plan of work. Operating principles have been designed and agreed that represent best commissioning practice. A timeline will be produced which will outline current and future contracts, and will provide greater clarity around opportunities to jointly commission. This is in conjunction with a best practice toolkit to influence and inform future commissioning practice.
25. There are a number of opportunities where contracts are currently being jointly commissioned and these will achieve better outcomes for young people and their

families; for example the Child Sexual Exploitation (CSE) and Missing person contract.

26. Where contracts are not in a position to be jointly commissioned, the group have an awareness of other work which may influence their own commissioning work in the future and avoid duplication. The workshop will also provide an opportunity to inform partners of the place based approach and a discussion of the Joint Strategic Needs Analysis (JSNA). The work of the Integrated Commissioning Group will continue be informed by partner activity including Early Help and the development of Community Capacity through the 'People Helping People' work stream

Place Based Approach

27. The first phase of a multi-agency approach towards a new way of working has focussed largely upon the governance of the system, ensuring that we have the correct stakeholders around the table, developing our understanding and thinking around the commissioning process and testing areas of work which will inform the model going forward.
28. We have now reached an important point in this work and are modelling phase two of the transformation. This next phase will consider the future design of the children and families system from tier one through to tier four services.
29. A place based approach to the transformation is an opportunity to design and implement locally based solutions, tailored to the individual needs of a district, rather than one that is centrally designed without local input. This will enable partners to work more effectively together. Our working definition, to be agreed with partners, for a "place-based approach" is:

"We will be working collaboratively and creatively on an evidence base, using all available assets and resource within an identified place to improve outcomes for families and children"

30. Helen Riley, the Deputy Chief Executive and Director of Families and Communities, has initiated high level strategic conversations with senior key partners and internal stakeholders to discuss the potential end state of a place-based approach in districts (Appendix B).
31. This will shape how our communities grow, how we commission effectively with partners and internally, and how we focus money on an evidential basis to reduce demand and improve outcomes systematically. The very nature of a place-based approach means there is no "one-size" fits all.
32. Conversations have begun with two districts and Staffordshire Police to understand and design what a systematic place-based approach may look like. Both of these districts have their own complex needs and have begun the process of co-location of partnership-led solutions to enable more effective working practices. The next stage is for all partners to discuss what each of their critical success factors are and their specific key accountabilities.

33. Strategic partners are collating information to paint the systematic financial picture of a placed based approach by assessing the current costs and resources in each of these districts. This includes staff costs, commissioning expenditure, alongside general running costs. It is recognised that some areas of statutory responsibility may need to continue to be maintained and developed centrally, however this will be designed and shaped by partners.

Link to Other Overview and Scrutiny Activity:

- Children, Young People and Families Transformation Programme – Safe and Strong Communities Select Committee – 8th June 2016
- C,Y,P&Fs Transformation Programme – Overview of Programmes Including the Vision Pilot – Safe and Strong Communities Select Committee – 8th July 2016

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Appendices/Background papers

Appendix A: Families Strategic Partnership: Children's, young people and families strategy

Appendix B: Place Based Approach /End State diagram

Appendix C: Governance structure