

Local Members' Interest
N/A

## **Safe and Strong Communities Select Committee – 13<sup>th</sup> July 2017**

### **Children and Families System Transformation Programme**

#### **Recommendation**

1. That the Committee reviews the progress and endorses the approach to the Pilots as part of the Model Implementation within the Children and Families System Transformation Programme.

#### **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 the impact.
3. Comments from the Select Committee will be reported to the Programme Board and will inform the planning and management of the Pilots and the Place Based Approach to the transformation 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 at the beginning of the Children's and Families System Transformation with the purpose of testing different approaches to dealing with families and children who are presenting with low level issues.
6. Each of the pilots is being measured to test whether the different approach does mean that issues can be dealt with at a community level and therefore reduce demand into higher tiers of the system.
7. As part of the Children and Families system Transformation Programme, the pilots in eight districts have progressed to different extents.
8. In January 2017 the Committee was updated on the progress of each pilot project. A copy of this report is attached for reference.

9. Following the Select Committee, Members requested that a further progress report be provided in six months time and that this included more quantitative data where this is available.

## **Review of the pilot projects**

### **Cannock**

10. The Cannock pilot project has 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 service.
11. WCFC and CESS are now working with 23 families, of which four cases which were 'stepped down' from the Local Support Team (LST).
12. Data from WCFCs outcome stars (12 available out of 15) evidence that families outcomes are improving as a result of the intervention (see Appendix A).
13. In addition to this, the pilot has continued to work closely with the local schools in the area to develop a pathway for referrals and a seamless approach towards family interventions.
14. During this reporting period, there have been twenty three EHAs completed by other agencies and supported by CESS and WCFC. In October 2017 the contract to these providers is due for renewal. At this point we will have evidence of whether their interventions have reduced demand and improved outcomes.
15. During the last reporting period, the computer software package (UPSHOT) had been purchased to enable the providers to upload and record their data. All EHAs are now input onto UPSHOT and saved to Staffordshire County Council's (SCC) computer systems. This is improving the available data sets for Building Resilient Families and Communities (BRFC) and also information sharing between agencies, preventing duplication in assessments and providing more comprehensive background information on the family.
16. The Voluntary Community and Social Enterprise (VCSE) providers, S3, continue to support the Cannock pilot in the recruitment and retention of volunteers to help build a sustainable community.
17. Both providers have continued to promote their service offer and are currently working with Staffordshire University Academy, who have created a new Multi-Agency Centre (MAC) within this community.
18. The next period of activity will see;
  - a. Both providers continuing to support families who require universal or tier 2 level support.

- b. Networking meetings to increase awareness and referrals from providers including police, health visitors, housing and LST and this will continue with the support of S3.
- c. Work with S3 to identify and access appropriate funding opportunities.
- d. Work to evidence outcomes achieved for families and any reduction in demand into high tier services.

## East Staffordshire

19. 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.
20. During this reporting period, work has focused on those areas within Shobnall that are most in need and where the impact will be greatest.
21. The project steering group has set the following provisional priorities:
  - a. **Community safety and environmental improvement;** To include use of local parks and their development, supporting more non-commissioned groups in the area, improving children's play areas, and developing a programme of family events,
  - b. **Skills and Employment** – creating more adult learning opportunities within the area, and supporting adults to gain employment
  - c. **Improved community information**
22. Within this reporting period activity has focused on working closely with the local PCSO to improve the use of the park and reduce the number of ASB calls to police.
23. During this reporting period a data cleanse has taken place and the number of BRFC families out of work has increased from 12 to 33. These families will become a priority for adult learning and skills development opportunities within the next reporting period.
24. The pilot project team is working closely with the VCSE provider, SCVYS, and are currently mapping the non statutory provision available for children, young people and their families. This will form a sound basis for improved information, advice and guidance (IAG) within the community of Shobnall.
25. SCVYS/Support Staffordshire will also be working with ninety potential volunteers who have shown a willingness to become community champions and peer link workers.
26. Through the community workshops the pilot has raised awareness and promoted the Children's Centre Think2 offer. This has supported the increase in the Children's Centre reach which has increased to 69% (previously 43%) and the number of 'none take up families' accessing the Think 2 offer to 9 (previously 3). This has meant more families are now accessing universal support and this should prevent the need to access higher tier services in the future.

27. The pilot is also supporting the development of a Reaching Communities Fund bid. This has provided additional funding to enable third sector capacity to facilitate social action projects with residents. The third sector bid team are focussing on creating a Multi-Agency Centre (MAC). Work will begin with Anglesey Academy (primary) School and if successful it will extend to include all inner Burton schools including the four primaries in Shobnall.
28. There has also been successful implementation of the Arts Council England funded (ACE) Ready, Steady, Library project. This aims to increase the percentage of children accessing universal education provision, reduce referral rates to services and improve school readiness.
29. The project is co-creating resources to support the Early Years Foundation Stage Curriculum (EYFS), developing workshops for families to support use of the resources, training for library and early years staff to use the resources in libraries and early years settings and signposting parents to other education provision.
30. During the next phase, the pilot will;
  - a. Embed the Ready, Steady, Library project into the current work plan.
  - b. Establish links with the Parish Council to provide a key access point for local residents.
  - c. Support SCYVS to continue mapping the current provision, focusing upon potential gaps in service provision.
  - d. Work to evidence outcomes achieved for families and any reduction in demand into high tier services.

## **Lichfield**

31. 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 needing specialist services. The pilot is working in collaboration with SPARK Community Interest Company (CIC) and the Burntwood Childcare Hub.
32. The UPSHOT computer software has now been fully implemented and SPARK CIC has inputted two terms of family data. This has evidenced that more families are now accessing the SPARK centre and the reach of this pilot has extended to Cannock Chase. There has been a request to modify the software to enable information and data to be collated on lower super output areas (LSOAs). This will enable detailed needs analysis of 'hot spot' areas within LSOAs and for this data to complement the BRFC demand data- therefore providing a richer picture of predicted demand.
33. In addition to this, SCC have reimbursed SPARK CIC an incentive of £1,839.00 from the pilot fund for the summer/autumn term for the 613 session attendances by children who are potentially vulnerable and have not accessed the centre previously. The number of "Free Passes" has risen from 2 to 106 in this reporting period. The SPARK Card scheme which all families attending the centre now

have has been developed to prevent people feeling stigmatised by a 'free pass' which had been identified as a barrier to accessing the service.

34. 95 (37%) of the 260 unique children attending activities at the centre were "Free Pass" attendances and are therefore potentially vulnerable. They are accessing low level services and are therefore in a position to be supported earlier if necessary.
35. The early years reach has increased from 42.3% to 43.2%. Early years reach in the 0-30% wards has increased from 302 to 316 (number of families).
36. The children centre registrations have also increased from 983 to 1126 and EHA's are now being completed with a current figure of 165.
37. The pilot can evidence that more families are now accessing low level services than previously, and these families will be able to access support at much earlier stage to prevent any issues escalating into higher level services.
38. In the next reporting period the pilot will;
  - a. Continue to promote the SPARKs centre.
  - b. Explore additional funding bids via the Big Lottery.
  - c. Complete a detailed assessment of the full 2016/17 attendance data, by LSOA.

## **Newcastle**

39. The pilot in Newcastle was focussed around the development of locally based intelligence function, the creation of a Tenshi Challenge to identify a solution and support for the Girl Power group, which supports young girls at risk of Child sexual Exploitation (CSE).
40. Work on the locally based intelligence function has now ceased. This is because it had become difficult to resolve issues relating to information sharing at a local level and the Tenshi Challenge did not provide an innovative solution. Therefore these issues are being progressed at a strategic level across the partnership.
41. The locality partnership within Newcastle have made the decision to focus on expanding and developing the Girl Power project which will now be jointly funded via the Borough Council and SCC as a more sustainable solution.
42. The Select Committee are asked to note that the Newcastle pilot has therefore ceased as part of the Children's Transformation Programme.
43. The contract to ARCH will be monitored through the contract monitoring process.

## **South Staffordshire**

44. The South Staffordshire pilot has commissioned a tier two early help service to bridge the gap between school and community support to tackle root causes. This pilot has been supported by SCVYS.

45. This Early Help Service (EHS) is now operating at full capacity, engaging with 37 families with only 4 cases stepping up to LST. The available data from the outcome star evidences that at this point at least 50% of these families are showing good progress as a result of the intervention. 91% of families have rated their experience of the service as good or excellent and all four schools are satisfied with service provided. This indicates that the pilot is providing positive support and improving outcomes for families in need of early help. (See Appendix B).
46. The pilot will continue to work closely with schools around exclusion outcomes. Data will be submitted in the next reporting period to demonstrate impact.
47. The EHS has continued to promote its work and has engaged with eighteen additional organisations. The pilot is also supporting the Safer Schools Initiative, working with PCSOs to deliver junior cadets. The District Council have also provided additional support by ensuring transport links are available, village agents are part of the pilot and environmental issues are being addressed.
48. The pilot has reflected throughout its implementation and in the next reporting period will;
  - a. Training will be provided to upskill their staff and other partner organisations on working with low level neglect.
  - b. Work will focus upon evidencing the impact and effectively coordinating partners data.

## **Stafford**

49. The Stafford pilot has implemented a MAC based in Stafford Manor and a community hub within Doxey Primary. The aim was to provide tier 2 support for children, young people and their families where no formal intervention was taking place.
50. The Stafford tier 2 provider has been supporting families who are currently open to the LST from Stafford Manor High School providing a step down service and seamless transition out of this higher tier service.
51. The evidence has demonstrated that since the MAC within Stafford Manor High became fully operational there have been 37 referrals into the service from February 2017. 16 of these referrals were reported as Earliest Help (tier 2 level), however 21 were reported as Early Help (Tier 3 level) being jointly worked with the LST and therefore there is duplication of resource.
52. We ask the Select Committee to note that it is therefore our recommendation moving forward that this pilot is either re-focussed or ceased.

## **Staffordshire Moorlands**

53. 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, however, there are concerns that the families need may escalate.
54. The intention is to improve the outcomes and resilience of children, young people and their families and support their engagement with their local community. Visyon has been commissioned at £15,000 per annum for a two year period to work with a rolling programme of 20 families.
55. To ensure sufficient families engage with the pilot it has expanded to cover those families living in the Leek North ward and in nursery or school placements outside of the ward. The provider is, producing case study reports and ensuring that cases are closed and that where appropriate there is clear referral into other activity in the community.
56. Additionally to improve local referrals and to provide capacity to the aligned BRFC programme, a new worker has been recruited from Visyon who is co- located within the Family Intervention Project (FIP) team. This worker makes a direct link between the pilot and the BRFC programme and will be undertaking a detailed analysis of the pilot as part of the contractual arrangements.
57. Four schools are involved in the pilot from the Leek North area. As the pilot has now extended its reach the Visyon worker is also promoting it to other schools in Leek who have children with them from Leek North. Health Visitors are also now actively engaged.
58. Going forward this pilot needs to further evidence its need/impact within this community.
59. We recognise the success of the Food Cooperative Scheme in its own right and will suggest that is removed from the children's transformation pilot programme and the Partnership People Helping People Programme Board note the success of this model.

## **Tamworth**

60. 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).
61. To date, there has been a reduction in the number of referrals to the LST from 61 to 42 as well as a decrease in the number of children that require statutory social care intervention from 71 to 49 for these two local areas.
62. Whilst the reduction in referrals cannot be attributed directly to the pilot as it is known other seasonal factors can affect referrals numbers, it is likely that these numbers would have been higher without the pilot in place. The number of

agencies accessing the MAC is 43 with the increased use of the MACs by young people rising to 228 from 215.

63. This pilot is currently working with 34 families. Outcome star data shows (8 who have had a review out of 18 families) that 75% have made good progress as a result of the intervention received from Malachi. (See appendix C).
64. Over the next reporting period Malachi will;
  - a. Continue to deliver a range of parenting programmes.
  - b. Work with families referred by the two schools, to address their needs at an earlier stage and prevent escalation into higher tier services.
  - c. Work on evidencing outcomes achieved by families and any reductions in the demand to higher tier services.

### **Next Steps**

65. Work with the Strategic Delivery Managers and District Commissioning Officers and Partners to;
  - a. Obtain appropriate baseline data.
  - b. Create meaningful measures.
  - c. Refocus activity where appropriate.
  - d. Continue to draw lessons learned from the pilots.
66. Based on the evidence of this reporting period we are recommending to;
  - a. Cease pilot activity in Newcastle. Ensure the “Girl Power” activity is embedded within the wider Place Based Approach within Newcastle.
  - b. Work with the Stafford Partnership to either refocus or cease the pilot activity in Stafford.
  - c. Embed the learning from the Moorlands Food Cooperative Scheme into the People Helping People Board. Work with the Moorlands Partnership to determine the need/impact of the commissioned tier 2 service in the community.
  - d. Work with South Staffs, Cannock, Tamworth & East Staffs Partnerships to evidence outcomes achieved for families and impact of the pilots through the use of appropriate measures.
  - e. Work with Lichfield and Tamworth partnerships to scope the potential to roll out these ways of working, and scope which localities would most benefit from the approach.
  - f. Embed the meaning and understanding of ‘Earliest Help’ and ‘Early Help’ to empower partners to support families at the earliest opportunity without the need for a service led intervention.



67. 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.

### **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

### **Contact Officer**

Janene Cox OBE, Commissioner for Culture and Communities

Tel: 01785278368

Email: [Janene.cox@staffordshire.gov.uk](mailto:Janene.cox@staffordshire.gov.uk)

### **Appendices/Background papers**

**Appendix A** – Cannock Outcome Star Results.

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

**Appendix C** – Tamworth Outcome Star Results.

**Appendix D** – Previous Pilot Report.