

THE PROJECT AT A GLANCE



FAMILY SAFEGUARDING

Bringing together all the professionals we need under one roof to protect children

CHALLENGE

Without access to specialist help, children's social workers alone cannot address the risk of harm to children from parental mental health, domestic abuse and substance misuse. Children's social workers don't have enough training or expertise in these areas and need to refer parents on to other agencies, where they may not meet eligibility thresholds and may be reluctant to attend appointments.

INNOVATION

We created 22 co-located, multi-disciplinary Family Safeguarding Teams (FSTs) including adult specialists who provide direct help for the issues that place their children at risk. We changed our focus from 'monitoring compliance' to the engagement of families and producing change through Motivational Interviewing. FSTs use an electronic 'Workbook' that enables information sharing and reduces the recording burden on social workers.

PARTNERS

The innovation was founded on, and overseen by, a strong multi-agency partnership including the County Council, CCGs, police, probation, Recovery Service and the local mental health trust. Adult specialist posts across our 22 safeguarding teams are funded and employed directly by these organisations.

OUR INNOVATION (HERTFORDSHIRE)

We have redesigned our child protection services to high risk families by bringing together children's social workers with specialists in adult mental health, domestic abuse and substance misuse. Our integrated support has helped to reduce the numbers of children coming into care and costs across public services.



CO-LOCATING MULTI-DISCIPLINARY TEAMS
We have brought together social workers, domestic abuse, substance misuse and mental health specialists into 22 co-located teams under a unified management structure. Information sharing between agencies means social workers can offer families the right support at the right time, in order to help them reduce the risks to their children.

FOCUSING ON FAMILIES' ABILITIES
Motivational Interviewing is a proven method of practice for increasing the engagement of service users with their workers. It is a core tool of the Family Safeguarding Teams, with 280 staff across all disciplines receiving training and participating in skills development workshops.

SIMPLIFYING RECORDING PROCESSES
We have developed the 'Workbook' – a new interface to our Integrated Care System (ICS) that drastically reduces the time that Social Workers spend recording information, and which enables all Family Safeguarding Team members to share and access information about families.

TARGETED LOCAL AND NATIONAL PARTNERSHIPS
We intend to extend the model to include a wider mix of professionals, including educational and child mental health specialists. In addition, we are working with other local authorities who are interested in adopting our model.

WHAT WE'VE LEARNED

Creating a culture that staff want to be part of

Staff are overwhelmingly positive about the new model. This has resulted in lower social worker turnover, fewer vacancies and reduced spend on agency staff. Attracting and recruiting social workers to work for us has been noticeably easier.

Change at the right pace

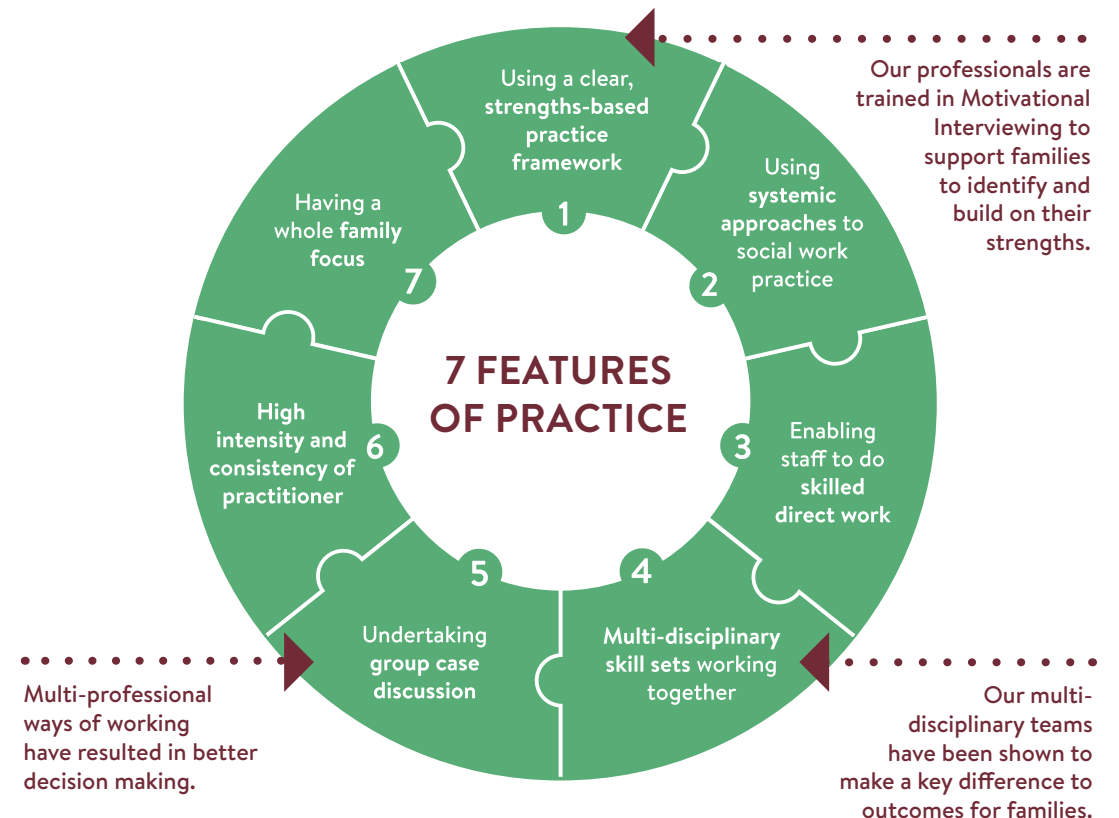
The implementation to date has been incredibly fast-paced given the nature of what we set out to do and the scale on which we have done it, across such a large county as Hertfordshire. Strong leadership (including cross-party member support), good project management and a workforce development strategy were all important factors in this success.

Making change happen within existing contexts

We have also learned how hard it is to change our culture and social work staff find it difficult to practice motivationally within an unchanged adversarial legal framework. Recruitment of mental health specialists has been and remains more challenging due to national shortages of professionals across all disciplines.

Strong leadership to set norms around data sharing

Agreeing information sharing protocols was inevitably challenging, in particular in relation to matching and collating sensitive information at a family level. Strong leadership at senior levels across all partner agencies has been important to resolving these issues, as have good personal relationships across the partnership at strategic and operational levels.



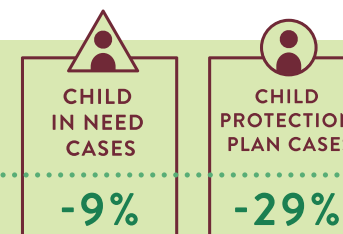
OUR IMPACT



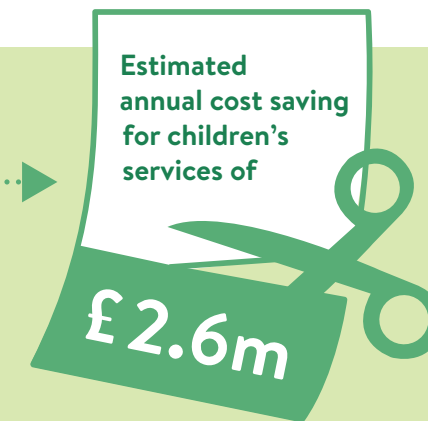
280 staff worked with adults and children in
940 families of which
44% were experiencing domestic abuse.

"Working with the pair of them, I would give them 10/10 ... they've really pushed me forward. And I have pushed myself forward at the same time because they've let me do it my own way."
(Feedback from father)

The intervention reduced:



The average number of days children spent in care more than halved



Estimated annual cost saving for children's services of

£2.6m

...with additional estimated savings of **£107,000** to the police due primarily to decreased incidents of domestic abuse and **£200,000** to the NHS due to a **53% reduction** in emergency admissions

THE PROJECT AT A GLANCE



FAMILY VALUED

Taking a restorative practice approach to put the family back at the heart of children's social care

CHALLENGE

Leeds has a clear aim: to reduce the number of children unnecessarily coming into care. Our challenge is to create safe, high-quality packages of support to extended family and kinship carers, working alongside families to prevent children being taken into care.

INNOVATION

We are embedding restorative practice across all council services, offering a common theory of practice for the whole workforce, as well as developing Family Group Conferencing as a core offer to families in a wide range of circumstances. Our aim is to create the conditions in which families can mend relationships and make change for themselves.

PARTNERS

Family Valued is a cross-agency partnership led by Leeds City Council and includes:

- West Yorkshire Police
- Local NHS and other health services
- Local schools
- Drug and alcohol services
- Leeds Safeguarding Children Board
- Domestic violence services
- Housing
- Probation
- Family Judge for West Yorkshire
- The Leeds Health and Wellbeing Board
- Leeds Community Safety Partnership
- Leeds Children's Trust Board

OUR INNOVATION (LEEDS CITY COUNCIL)

We have embedded restorative practices within social care systems and children's services. This included developing Family Group Conferencing as a core offer for families and intensive work on domestic violence prevention and pre-birth assessment.



USING FAMILY GROUP CONFERENCING AND RESTORATIVE PRACTICE

We are using Family Group Conferencing (FGC) at scale, exploring ways of extending the offer to families affected by domestic violence and commissioning additional support services according to what families say they need. All families who are subject to an Initial Child Protection Conference are now offered an FGC.

A WORKING CULTURE OF HIGH SUPPORT AND HIGH CHALLENGE

Leeds has a 75,000 strong workforce involved in lives of children in some way. The new approach to working with families is reflected in new ways of working with one another. Through large-scale training programmes, restorative practice is being embedded as the core ethos of working in Leeds.

AN 'OBSESSIVE' FOCUS ON THE THINGS THAT MATTER

Leeds began by setting one clear aim: reducing the number of children unnecessarily coming into care. Everything stems from this. We use Outcomes Based Accountability to track our progress towards our goals for children and families, and make this data visible to everyone.

A CLEAR VISION FROM A CROSS-AGENCY LEADERSHIP TEAM

The Leeds leadership team has set a clear and strong vision that means everyone understands what we are trying to achieve together. This extends across the cross-agency partnership and includes managers at the most senior level and our elected members.

WHAT WE'VE LEARNED

Building momentum around culture change

Early findings from the evaluation show reported evidence of momentum-building around restorative practice, suggesting culture and practice change. Feedback from training sessions is overwhelmingly positive. FGC principles are seen by a wide group of stakeholders as having wider application to a range of family-based decision-making models.

Supporting social workers

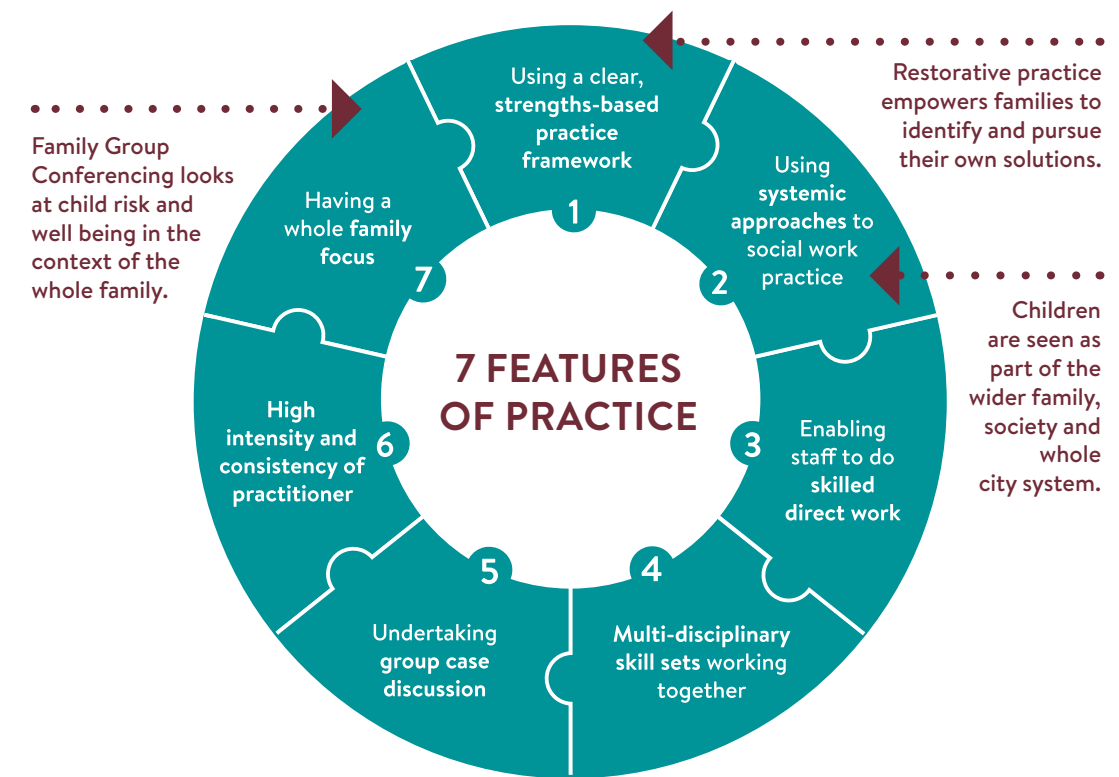
A radical change to practice can be unsettling if it feels as if your professional competence is challenged. The model requires social workers to relinquish some control, as they were previously the only people who could refer to FGC. It's been important to give safety to social workers to operate in the knowledge that they will be supported by managers.

Communication crucial to learning

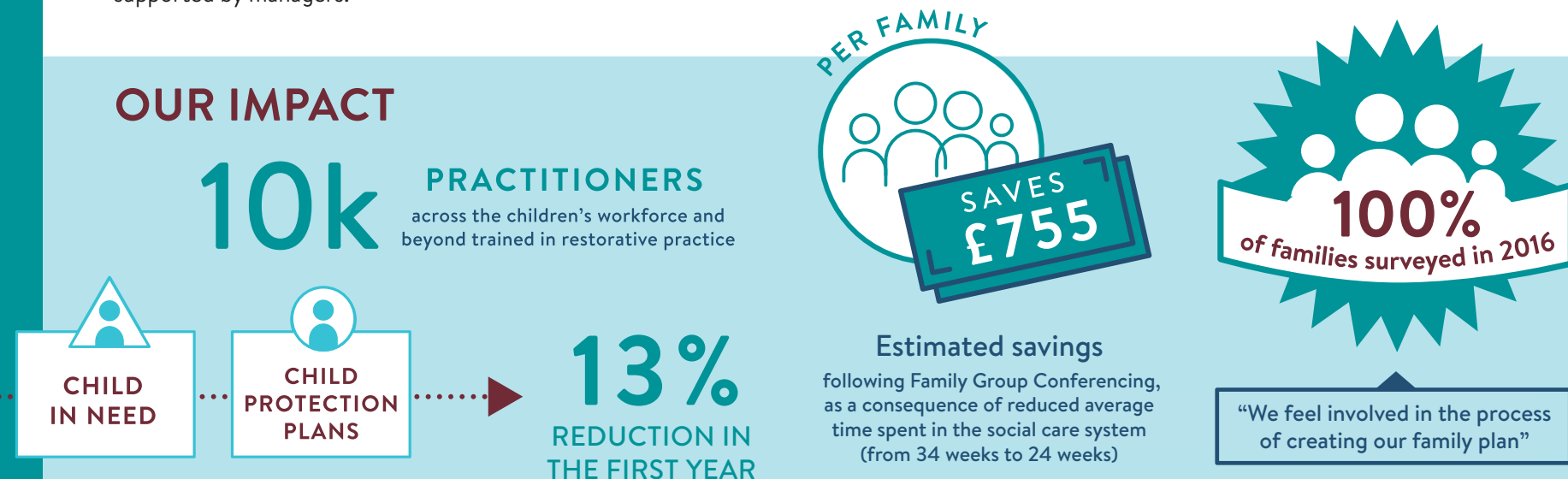
In addition to clarity of communication from the leadership, we have found that continuous communication and engagement over time is important in ensuring all partners are on board with the process as it develops and that learning is shared.

A need to join up data

The daily meeting has required intelligence sharing and has massively opened up an understanding of the knowledge that sits in services across the city. It evidenced a lack of co-ordination between services, with a victim of domestic violence typically experiencing up to ten calls from a range of services.



OUR IMPACT



"You get your views heard and everyone gets their chance to put their point across and everyone gets listened to. It was really, really, positive for us all."

(Mother, Case Study Two, Leeds Family Valued Evaluation Report)

THE PROJECT AT A GLANCE



STOCKPORT FAMILY MODEL

Whole system, whole family, partnership working underpinned by restorative practice across Stockport, contributing to £1.2m savings for looked after children

CHALLENGE

Traditional children's social care systems can fail to differentiate adequately between 'struggling' and 'harmful' families. This can mean that some families are subjected to costly and unnecessary interventions. Relationships between organisations and families can be adversarial and unproductive, resulting in multiple 'hand-offs'.

INNOVATION

We adopted a restorative approach to help families identify solutions for themselves, instead of professionals making decisions about them. We were organised within a locality structure to deliver whole family services, taking out transfer points and with a focus on the journey of the child.

PARTNERS

Enhanced partnership working is fundamental to the Stockport Family model, moving from co-location to integration and developing a 'your goal is my goal' approach.

OUR INNOVATION (STOCKPORT METROPOLITAN BOROUGH COUNCIL)

We have integrated social workers with the wider children's workforce, including health colleagues, and located these teams in the heart of communities, linked closely with schools. This new Stockport Family model is underpinned by restorative practice, helping families to deal with conflict and challenge and repair relationships.



CREATING AND SUPPORTING MULTI-DISCIPLINARY TEAMS

Physical reorganisation through locality-based working and co-location has supported culture change with an aligned, restorative focus. Children's social care does not exist in a vacuum; outcomes for children will improve if there is alignment between the actions of family and community and all those agencies that touch their lives.

INTRODUCING RESTORATIVE PRACTICE

Our family principles are based on restorative approaches that speak directly to practitioners and their leaders in a range of agencies. This provides a common language which becomes the basis for improved inter-agency practice and the development of solutions-focused action. This approach supports strength based assessments and interventions enabling families to take ownership of decisions made.

WORKING WITH LOCAL SCHOOLS

The team around the school model links colleagues from Stockport Family and partners to all of Stockport's schools. Schools have welcomed this approach and report positive feedback on the model. There is emerging encouraging evidence that the model can reduce upstream demand.

CHANGING STRUCTURES AND PROCESSES

We have integrated children's social care into the wider delivery of services to children, including those delivered by health colleagues. This model has established a shared outcome framework and is underpinned by a distributed leadership structure and culture that is 'crazy about the child'.

WHAT WE'VE LEARNED

We have spearheaded an ambitious programme of cultural and structural transformation with a clear strategic vision. The leadership team of Stockport Family has developed an approach to service improvement which blends skilled project management and value-based service design to create the conditions in which practitioners thrive.

The approach to the transformation has changed the way we do change. Conversations and collaboration is valued over processes to achieve change at pace. The 'Your goal is my goal'; shared outcomes approach has gained traction in the wider public service reform agenda.

Embedding a relationship based model supports whole staff groups across partnerships to constructively address challenges. The relational/restorative work with families is resulting in positive changes, protecting children from harm and avoiding escalation.

Relationships with anchor institutions within communities are fundamental to the delivery of services to children and families. Linking early help activity to health visits and school settings supports community driven early intervention.



OUR IMPACT

Services for children have improved at every stage of the child's journey. Good social work practice is now in place across all children's services in Stockport... Social work practice is consistently strong. Workers know children well, and effective partnership working and a wide range of services, including an extensive range of early-help support, are available to help and protect children.

Ofsted 2017

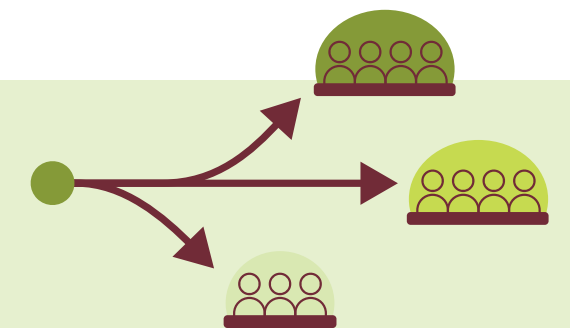
PROJECTED COST SAVINGS

to Stockport Family model's looked after children budget in 2016/17

£1.2m

"Our experience has been fantastic, very supportive. They help me to bring the best out in my child... like skills and learning new approaches. As a mum you just go on doing what you think is best but knowing the special skills that they teach me - that's been a great help."

Family interview



Co-location and restructuring of teams around 3 localities in Stockport resulted in **IMPROVED COMMUNICATION AND CO-OPERATION**

allowing professionals and families to draw upon the right intervention, specialist knowledge and skills when needed

THE PROJECT AT A GLANCE



BRIGHTER FUTURES

Building consistent relationships around children to support them to get to where they want to be

CHALLENGE

Our traditional model of social work delivers standard results for very high unit cost. We know that what children and young people want is choice about the decisions that affect them: a consistent lead worker through their journey and adulthood; and to live locally with and near the people they trust. Our staff and foster carers share a high aspiration for young people, but our current model does not allow us to deliver this.

INNOVATION

The Brighter Futures programme is focused on building effective, consistent relationships with young people, families, communities and carers to bring about sustained change. We want to get better at supporting young people and families where there is a risk of breakdown, and to ensure that where children and young people are looked after by Ealing they can be placed with foster carers locally.

PARTNERS

Brighter Futures is a cross-agency partnership led by the London Borough of Ealing and including:

- West London Mental Health NHS Trust
- Ealing Clinical Commissioning Group

OUR INNOVATION (LONDON BOROUGH OF EALING)

We have reshaped the way we work with young people in and on the edge of care. The Brighter Futures model enables workers to build effective, consistent relationships with young people, families, communities and carers to bring about sustained change.



DEVOLVING POWER AND DECISION MAKING

We are testing a range of tools that give staff greater autonomy to make decisions and pull together a package of support for the children they know best. Each young person has an input in choosing who they want to help them on that journey.

RESHAPING THE WHOLE WORKFORCE

Two new types of multi-disciplinary team have been created. The multi-agency support teams (MAST) work with families and young people at risk of becoming looked after. The Connect teams work with those young people who are already looked after. Both teams work in partnership with families.

CREATING A NEW COHORT OF ADVANCED FOSTER CARERS

We started with the aim of raising the bar of foster provision, and creating a better foster carer journey. We have provided intensive support to some of our foster carers to be 'fostering plus' carers, who are able to look after some of our most vulnerable young people.

A LEADERSHIP TEAM OF PARTNERS ACROSS THE SYSTEM

We are working in partnership across the system so decisions are made by the right people, in the right place, at the right time. All partner leads are clear that systems and organisations should follow practice.

WHAT WE'VE LEARNED

Shared casework results in better support for professionals and young people alike

Reduced caseloads and increased administrative support have created time to dedicate to young people. The regular group supervision enables discussion of issues or cases, improving the quality of decisions and ability for professionals such as youth workers to take action.

Creating a new team identity

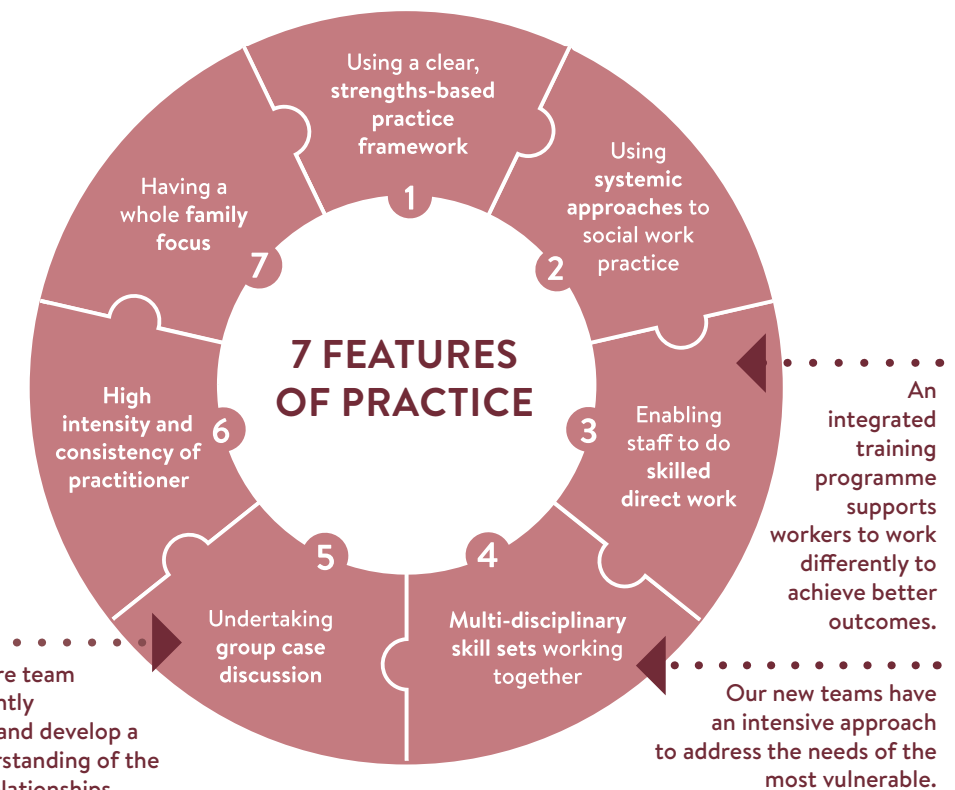
The new model has created a culture where there is energy, enthusiasm and shared learning. Leaders and team members seek and consider multiple perspectives and views on work with children, families and young people and how the team is working together. An openness to and respect for knowledge and expertise from within and outside the team leads to more productive outcomes.

The value of the Dyadic Developmental Programme

The Dyadic Developmental Programme has allowed workers to develop a shared language of PACE (Playfulness, Acceptance, Curiosity and Empathy), which has been shared with foster carers. Staff and foster carers are able to use the tools learnt through DDP to suit a specific situation.

Giving flexibility to team leaders

A core framework was developed for what each team could look like but the teams themselves were allowed flexibility. Now that the teams are bedded in, each works in a slightly different way. If things aren't working, the team can change it quickly.



OUR IMPACT

9 young people moved out of residential placements during the pilot

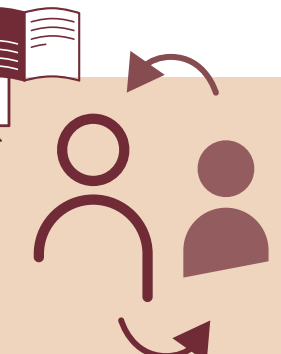


...with associated cost avoidance of around

£800k



Foster carers report that the training has improved their interactions with their foster children and their ability to prevent situations escalating into crisis.



“The support I am getting helps me to achieve new things that I wouldn't do before.”

Young person

THE PROJECT AT A GLANCE



CREATING STRONGER COMMUNITIES

A fundamental change to the way local practitioners and partners work together to safeguard vulnerable children

CHALLENGE

North East Lincolnshire has seen a rise in the number of children identified as being 'in need', with a significant rise in the number of looked after children and child protection plans in recent years. A high proportion of these cases were repeat referrals and this has put substantial strain on services in the region.

INNOVATION

The innovation brought together four established tools within social work and community practice: outcomes based accountability, restorative practices, Signs of Safety and Family Group Conferencing. This shift enabled practitioners to accurately identify risk and focus practice on conflict resolution at the earliest stage. Furthermore, it ensured there was mediated support for families and children, with a focus on outcomes, rather than processes, at the centre of support.

PARTNERS

- Humberside Police
- Schools
- Health
- Voluntary Action NE Lincolnshire
- NSPCC
- Hull University
- Paul Carlile, Carlile Education, ENABLE

OUR INNOVATION (NORTH EAST LINCOLNSHIRE COUNCIL)

We created an innovative approach to social care called the 'Creating Stronger Communities' model, fundamentally changing the way local practitioners and partners work together to safeguard children.



OUTCOMES BASED ACCOUNTABILITY
Focussing whole organisations on outcomes rather than process. Staff were trained in the principles of outcomes based accountability (OBA), and an OBA Champions Network supported and cascaded good practice.

RESTORATIVE PRACTICE
Restorative Practice made a significant mark on operational practice areas across the authority. Three-quarters (74%) of the 59 staff trained and who completed the survey indicated that it had changed the way they managed staff, and 88% indicated that they were actively using it to implement change.

SIGNS OF SAFETY
Signs of Safety enables practitioners across different disciplines to work collaboratively and in partnership with families and children, using the same language and methods. Action learning sets encouraged good practice and a new single assessment tool was fully embedded.

FAMILY GROUP CONFERENCING
The Family Group Conferencing team worked with 154 families and delivered 65 conferences since the service was expanded in November 2015. A total of 28 conferences were held over a 6-month period, reflecting increased efficiency of operation.

WHAT WE'VE LEARNED

Leadership at all levels and across agencies

If we had to give only one essential factor in ensuring success, it would be to model the behaviour from the top. This is critical. Our Chief Executive ensured this happened, by rolling out Restorative Leadership to all managers and implementing Outcomes Based Accountability (OBA) across the council, this has ensured that everyone understands the principles, uses the same simple and understandable language, and importantly, are achieving real and sustained improvements.

Whole system buy in

In order to achieve improved outcomes at 'whole population level' the whole system needs to be engaged. It is not just the Council that is responsible for the outcomes of children and families, every agency has a part to play. All partner agencies have been engaged from the start (this is key). We all own the changes that need to be made across the system. Key partners have been trained in OBA, Restorative Practice and Signs of Safety. Creating Strong Communities was instrumental in the development of an NELC Outcomes Framework which has given absolute clarity to staff, citizens and our partners on what our priorities are.

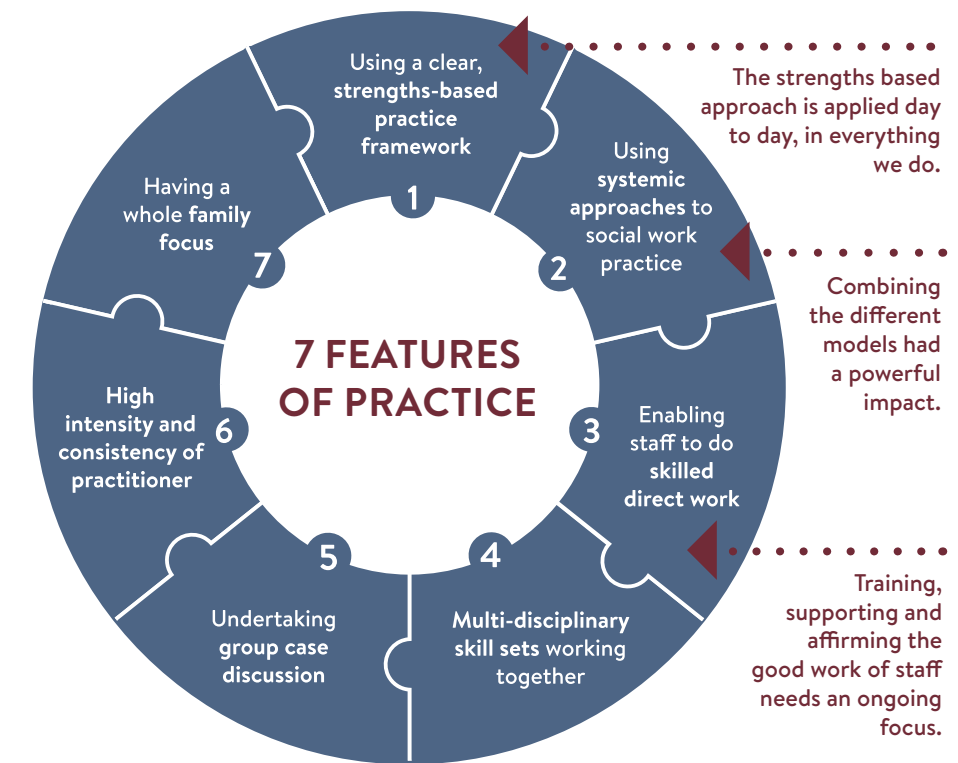
Workforce development

This programme is the foundation of a huge workforce development plan which is underway in NELC. 0-19 aims to change how the children's workforce integrate to deliver services for the future in this area. Restorative practice is a different way of working. We 'do with' rather than 'doing for' or 'doing to'. This is a huge culture change, but it really makes a difference. Families are engaged from the start and understand the changes they need to make – they own the responsibility.

Partner agencies, managers and practitioners need to be part of the whole system changes that are being made. Engaging them early so they understand the model was what made a difference. Extensive training was rolled out, led from the top and maintained. It takes time to embed – culture change doesn't happen overnight.

Celebrating and affirming success

It's really important to shout about the successes that have been achieved – and keep doing it. It keeps everybody engaged and motivated and helps to bring more partners along that had perhaps struggled. We made a film, produced newsletters, showcased at events etc. It reminds everyone how important their role is in achieving real and sustained change.



OUR IMPACT

COST SAVING ACROSS 20 FAMILY GROUP CONFERENCES
There is evidence of a saving of £18.20 for every £1 spent

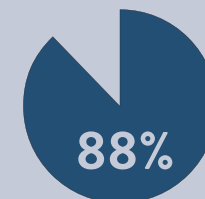


REDUCTION IN:	THE NUMBER OF CHILDREN ON CHILD PROTECTION PLANS	RE-REFERRALS TO SOCIAL CARE	CHILD IN NEED CASES
	-50%	-75%	-18%

"I am glad we had the FGC it has made things better for us."

Family Group Conferencing service user

Actively use restorative practice to implement change.



OF STAFF TRAINED

Indicated that the application of signs of safety generated clear benefits in the way they worked with families.

