

# JOURNEY OF THE INNOVATION PROGRAMME

**ROUND 1: 2014-16**  
57 PROJECTS

**ROUND 2: 2016-20**  
23 PROJECTS

**ROUND 3: 2017-20**  
22 PROJECTS

**£101M OF TOTAL FUNDING TO 57 PROJECTS FOCUSING ON:**

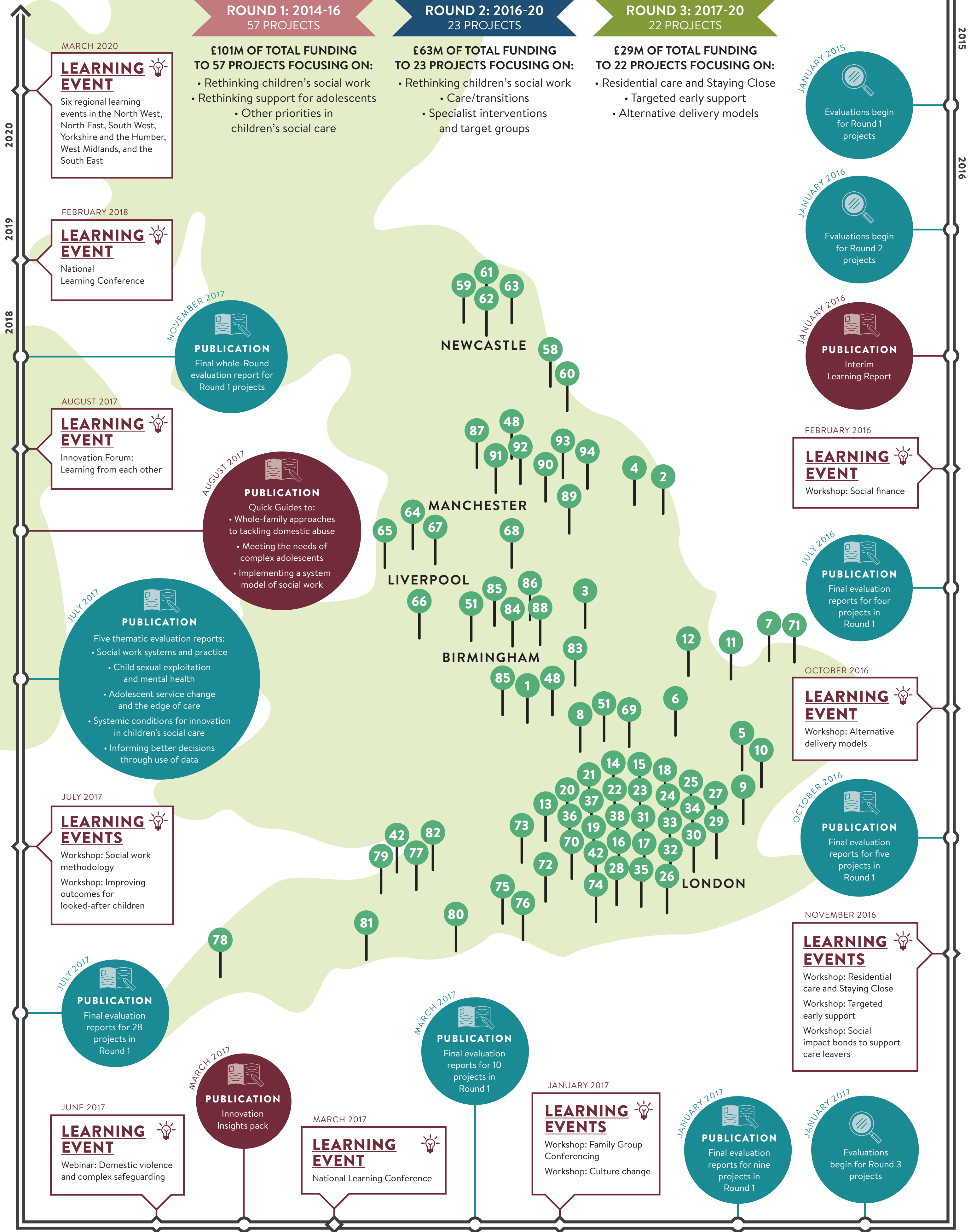
- Rethinking children's social work
- Rethinking support for adolescents
- Other priorities in children's social care

**£63M OF TOTAL FUNDING TO 23 PROJECTS FOCUSING ON:**

- Rethinking children's social work
- Care/transitions
- Specialist interventions and target groups

**£29M OF TOTAL FUNDING TO 22 PROJECTS FOCUSING ON:**

- Residential care and Staying Close
- Targeted early support
- Alternative delivery models



**MARCH 2020**

**LEARNING EVENT**

Six regional learning events in the North West, North East, South West, Yorkshire and the Humber, West Midlands, and the South East

**FEBRUARY 2018**

**LEARNING EVENT**

National Learning Conference

**NOVEMBER 2017**

**PUBLICATION**

Final whole-Round evaluation report for Round 1 projects

**AUGUST 2017**

**LEARNING EVENT**

Innovation Forum: Learning from each other

**AUGUST 2017**

**PUBLICATION**

Quick Guides to:

- Whole-family approaches to tackling domestic abuse
- Meeting the needs of complex adolescents
- Implementing a system model of social work

**JULY 2017**

**PUBLICATION**

Five thematic evaluation reports:

- Social work systems and practice
- Child sexual exploitation and mental health
- Adolescent service change and the edge of care
- Systemic conditions for innovation in children's social care
- Informing better decisions through use of data

**JULY 2017**

**LEARNING EVENTS**

Workshop: Social work methodology

Workshop: Improving outcomes for looked-after children

**JULY 2017**

**PUBLICATION**

Final evaluation reports for 28 projects in Round 1

**MARCH 2017**

**PUBLICATION**

Innovation Insights pack

**MARCH 2017**

**LEARNING EVENT**

National Learning Conference

**MARCH 2017**

**PUBLICATION**

Final evaluation reports for 10 projects in Round 1

**JANUARY 2017**

**LEARNING EVENTS**

Workshop: Family Group Conferencing

Workshop: Culture change

**JANUARY 2017**

**PUBLICATION**

Final evaluation reports for nine projects in Round 1

**JANUARY 2017**

**PUBLICATION**

Evaluations begin for Round 3 projects

**JANUARY 2015**

**PUBLICATION**

Evaluations begin for Round 1 projects

**JANUARY 2016**

**PUBLICATION**

Evaluations begin for Round 2 projects

**JANUARY 2016**

**PUBLICATION**

Interim Learning Report

**FEBRUARY 2016**

**LEARNING EVENT**

Workshop: Social finance

**JULY 2016**

**PUBLICATION**

Final evaluation reports for four projects in Round 1

**OCTOBER 2016**

**LEARNING EVENT**

Workshop: Alternative delivery models

**OCTOBER 2016**

**PUBLICATION**

Final evaluation reports for five projects in Round 1

**NOVEMBER 2016**

**LEARNING EVENTS**

Workshop: Residential care and Staying Close

Workshop: Targeted early support

Workshop: Social impact bonds to support care leavers



## EAST MIDLANDS

### 1. Children’s Services Transformation Programme (SWP, ADM)

*Northamptonshire County Council*  
 March 2017 (£4m)

Developing an alternative delivery model for children’s services, embedding Signs of Safety to ensure a ‘team around the child’ approach.

### 2. Creating Stronger Communities (SWP, EOC/CIN)

*North East Lincolnshire Council*  
 Feb 2015 (£1,06m)

A ‘safer communities model’ based on family group conferencing, Signs of Safety, restorative practice and outcomes-based accountability.

### 3. Local Area Co-ordination for Care Leavers (CL)

*Derby City Council*  
 Jan 2017 (£771k)

Easing the transition for care leavers into secure community placements and positive living, work, learning and social situations.

### 4. Staying Close Project (CL)

*North East Lincolnshire Council*  
 Oct 2017 (£887k)

An integrated pathway for care leavers including a ‘staying close contract’, partnership working, family group conferencing and sibling-style peer support.

## EAST OF ENGLAND

### 5. Belhaven Service (AD, RES, MH)

*Priory Education Services and Suffolk County Council*  
 Jan 2015 (£1m)

Establishing a residential home for young people with mental ill-health.

### 6. Cambridge Multisystemic Therapy Service (AD, ADM, MH)

*Cambridgeshire County Council*  
 Jan 2015 (£589k)

Spinning out Cambridge’s multisystemic therapy service for adolescents into a staff-run mutual.

### 7. Compass Service (AD, EOC/CIN, LAC)

*Norfolk and Suffolk NHS Foundation Trust*  
 Feb 2015 (£1,05m)

Developing a Virtual Residential School bespoke therapeutic education model for children in and on the edge of care.

### 8. Family Safeguarding (SWP, EOC/CIN, ADM, PAR)

*Hertfordshire County Council*  
 Dec 2014 (£4.8m) and May 2017 (£11.6m)

A whole-system approach to tackling the impact of domestic abuse, parental substance misuse and mental ill-health. Scaling across Hertfordshire, Luton, Peterborough, Bracknell Forest and West Berkshire.

### 9. Inside Out (AD, RES)

*Essex County Council*  
 Aug 2017 (£3m)

A personalised intervention for children who have had multiple moves, combining a range of placement options with intensive coaching support.

### 10. Staying Close - Leaving Care Doesn’t Mean Care Leaves You (CL, LAC)

*Suffolk County Council*  
 Nov 2017 (£787k)

A support package to young people in four of Suffolk’s local authority residential care homes and three private sector care homes.

### 11. Staying Close, Staying Connected (CL)

*Break Chartry*  
 Sept 2018 (£1.3m)

Offering 70 care leavers in Norfolk and East Cambridgeshire the option to stay close to their children’s home by living in ‘moving on’ houses.

### 12. TACT Peterborough Permanency Service (FA, LAC)

*The Adolescent and Children’s Trust*  
 April 2017 (£1.2m)

Securing permanency young people in care through asset-based assessment and training to develop foster carers’ confidence and skills.

## GREATER LONDON

### 13. Better by Design (AD, FA, EOC/CIN, LAC)

*Achieving for Children*  
 Feb 2015 (£1.1m)

Bringing young people in out-of-borough residential care back to local foster carers in the London boroughs of Richmond and Kingston upon Thames.

### 14. Brighter Futures (AD, FA, EOC/CIN)

*London Borough of Ealing*  
 Nov 2014 (£3.5m)

A multi-agency support team for adolescents working alongside advanced in-house foster carers.

### 15. Building My Future (EOC/CIN, RES, MH, ED)

*London Borough of Ealing*  
 July 2017 (£1.6m)

An intensive, therapeutic short-break service for young people who have learning difficulties, autism or a mental health condition.

### 16. Care Leavers Partnership (CL)

*Catch 22 and London Borough of Southwark*  
 May 2017 (£1.9m)

A co-designed, needs-led model of support for care leavers.

### 17. Children Looked After Project (LAC, RES)

*South London Commissioning Programme*  
 Sept 2017 (£1m)

Developing outcomes-based commissioning and standardising best practice for looked after children across eight London boroughs.

### 18. Contextual Safeguarding Pilot (AD, EOC/CIN, CSE)

*London Borough of Hackney*  
 March 2017 (£2m)

A new approach to understanding and responding to young people’s experiences of significant harm beyond their home environment.

### 19. Culturally Attuned Family Support (EOC/CIN, PAR)

*Royal Borough of Windsor and Maidenhead*  
 Dec 2014 (£1,09m)

Early help to better match support for army service families and Pakistani-Mirpurri families.

### 20. Doing What Counts and Measuring What Matters (SWP)

*London Borough of Islington*  
 Dec 2014 (£2.97m)

A Motivational Social Work model built on motivational interviewing, assessing the quality of practice on the outcomes that matter to families.

### 21. Face to Face Pathways (FA, LAC, CL, EOC/CIN, MH)

*London Borough of Havering*  
 Sept 2017 (£2.4m)

A multi-agency predictive model of care for 11-24 year olds including care leaving support, systemic fostering units and pathway co-ordinators.

### 22. Family and Adolescent Support Hub (FASH) (AD, EOC/CIN)

*London Borough of Enfield*  
 Dec 2014 (£2,065m)

A multidisciplinary ‘rapid reaction’ team to support young people on the edge of care using bespoke interventions for the whole family.

### 23. Family Learning Intervention Programme (FLIP) (AD, EOC/CIN, CSE)

*London Borough of Hackney*  
 Dec 2014 (£1,97m)

Supporting adolescents and families at risk of breakdown, using whole-family interventions in a residential ‘home away from home’.

### 24. FGM Early Intervention Model (FGM, PAR)

*The Mayor’s Office for Policing and Crime*  
 Dec 2014 (£558k)

Placing specialist FGM workers within midwifery services in five London boroughs to provide information, emotional support and practical care.

### 25. Focus on Practice (SWP)

*Westminster City Council, Royal Borough of Kensington & Chelsea, London Borough of Hammersmith & Fulham*  
 July 2014 (£4m)

A comprehensive skills development package incorporating systemic practice, Signs of Safety, motivational interviewing, parenting programmes.

### 26. I-Aspire (CL, ADM)

*London Boroughs of Lewisham, Bromley and Greenwich*  
 Feb 2018 (£2.1m)

A cross-borough partnership for supporting care leavers into education and employment, providing stable housing with bespoke support attached.

### 27. London Child House Pilot (CSE)

*The Mayor’s Office for Policing and Crime, NHS England*  
 March 2017 (£554k)

Improving support for young people with experience of CSE or CSA, bringing together investigative, medical and therapeutic services under one roof.

### 28. New Orleans Intervention Model (FA, LAC, MH, PAR)

*NSPCC and London Borough of Croydon*  
 Jan 2015 (£1m)

An infant mental health approach to improve outcomes for babies and young children in foster care.

### 29. NewDay (SWP, PAR)

*London Borough of Newham*  
 Oct 2017 (£2.6m)

A multidisciplinary approach to tackling domestic abuse, incorporating systemic and therapeutic work with families, children and schools.

### 30. Newham Delivering for Children (EOC/CIN, CL, ED, ADM)

*London Borough of Newham*  
 Sept 2017 (£2m)

Creating an independent trust, decoupling commissioning and delivery across early help, care leaving, safeguarding, SEND provision and social care.

### 31. North London Children’s Efficiency Programme (EOC/CIN, LAC, RES, ED)

*London Boroughs of Camden, Enfield, Hackney, Haringey and Islington*  
 Feb 2015 (£374k)

A regional placements team and joint commissioning of short-term residential units to provide intensive therapeutic support to young people at risk.

### 32. North London Commissioning (AD, RES, ADM)

*London Borough of Havering*  
 July 2017 (£835k)

A sub-regional approach to commission 35 residential placements for young people in North East London, testing the use of block provider contracts.

### 33. Right Balance for Families (AD, EOC/CIN)

*London Borough of Camden*  
 Aug 2017 (£1.3m)

Multi-agency support for children in need aged 10-13 focusing on mitigating harm during the transition into early adolescence.

### 34. Safe Steps (AD, RES, CSE)

*St Christopher’s Fellowship*  
 Feb 2015 (£1.19m)

Two specially adapted children’s homes for girls identified as at risk of sexual exploitation, with a focus on social pedagogy and relational security.

### 35. SafeCORE (EOC/CIN, PAR)

*Royal Borough of Greenwich*  
 Feb 2018 (£1,95m)

A multidisciplinary approach to supporting families in which there has been domestic abuse, including conflict between children and their parents.

### 36. Staying Close (CL)

*St Christopher’s Fellowship*  
 Oct 2017 (£585k)

Providing semi-independent accommodation for care leavers in Ealing and Hounslow and opportunities for young people to return to their children’s home.

### 37. Step Change (AD, EOC/CIN, MH)

*Action for Children*  
 Dec 2014 (£3.3m)

Improving outcomes for young people on the edge of care or custody in Barnet, Harrow and Hounslow through functional family and multisystemic therapy.

### 38. TBAP Residence (AD, LAC, RES, ED)

*Westminster City Council, Royal Borough of Kensington & Chelsea, London Borough of Hammersmith & Fulham*  
 Jan 2015 (£1.3m)

A residential educational setting outside London to support young people at TBAP academies who are in or on the edge of care or the youth justice system.

## MULTIPLE OR NATIONWIDE

### 39. AdOpt (FA)

*National Implementation Service*  
 Jan 2015 (share of £4.1m)

Developing and testing the AdOpt parenting programme to build the skills of adoptive parents.

### 40. Creating Space for Change (CL, PAR)

*Pause*  
 Oct 2015 (£4.2m) and Nov 2016 (£6.8m)

Expanding the Pause intervention to an additional 16 areas of England, providing intensive support to women at risk of repeat removals of their children.

### 41. Family Drug and Alcohol Courts (EOC/CIN, PAR)

*FDAC National Unit*  
 Jan 2015 (£3,28m)

Helping parents involved in court-based care proceedings to overcome the substance misuse that has put their children at risk of serious harm.

### 42. Family Group Conferencing pilot (EOC/CIN, PAR)

*Daybreak with London Borough of Southwark and Wiltshire County Council*  
 Nov 2014 (£728k)

A new model of family group conference for all families on the brink of court proceedings, aiming to place children within their family network.

### 43. Firstline (SWP)

*Frontline*  
 Dec 2014 (£1.8m) and Nov 2016 (£3.73m)

A leadership development programme for first-tier line managers in children’s social care.

### 73. Slough Children’s Service Trust Transformation Programme (SWP, PAR)

*Slough Children’s Services Trust*  
 March 2017 (£1.4m)

A dynamic Enhanced Hub model of early help to children in need, including domestic abuse assessment, Signs of Safety and systemic practice.

### 74. South East Together Dynamic Purchasing System (RES, ED, ADM)

*West Sussex County Council*  
 March 2015 (£350k)

A Regional Dynamic Purchasing System to support commissioning of placements in independent special schools and children’s homes.

### 75. Staying Close (CL)

*Portsmouth City Council*  
 July 2017 (£649k)

Developing accommodation adjacent to an existing residential unit and a separate five bed house to accommodate care leavers.

### 76. Staying Close Pilot (CL)

*Fair Ways Portsmouth*  
 Feb 2018 (£483k)

A secure, four-year accommodation pathway for young people making a transition from residential care.

## SOUTH WEST

### 77. Gloucestershire Innovation Project (AD, SWP)

*Gloucestershire County Council*  
 March 2015 (£1,52m)

A unified authority-wide approach for adolescents, including dedicated multi-agency teams, integrated attachment theory and restorative practice.

### 78. Making Integration Happen (ADM)

*Cornwall County Council*  
 April 2017 (£1.9m)

Establishing a council-owned delivery model to conduct all statutory duties for children’s education, community health and social care.

### 79. Reboot West (CL, ED, ADM)

*Bristol City Council*  
 Feb 2018 (£2,25m)

A psychologically informed corporate family approach across the south west to increase care leavers’ motivation, skills and aspirations.

### 44. KEEP (FA)

*National Implementation Service*  
 Jan 2015 (share of £4.1m)

Training to enhance the skills and confidence of foster carers, kinship carers and special guardians.

### 45. Learning Into Practice (SWP)

*NSPCC and Social Care Institute for Excellence*  
 Oct 2014 (£4.4m)

Improving the quality and enabling better use of learning from serious case reviews.

### 46. Lifelong Links (LAC, SWP, MH)

*Family Rights Group*  
 April 2017 (£5m)

Using family group conferences in seven local authorities, bringing together all the adults who care about each child to make a life-long support plan.

### 47. Mockingbird Family Model (AD, FA, LAC, CL)

*The Fostering Network*  
 Feb 2015 (£1.6m) and May 2016 (£3.8m)

An extended family ‘hub’ model of foster care in 10 local authorities providing short breaks, peer support, joint planning and training, and social activities.

### 48. MST FIT (MH)

*National Implementation Service*  
 Jan 2015 (share of £4.1m)

Evaluating the use of MST in Northamptonshire and Leeds to support young people returning home to their family or long-term carers.

### 49. National FGM Centre (FGM, PAR)

*Barnardo’s and the Local Government Association*  
 Oct 2015 (£2.14m) and July 2017 £1.7m)

Establishing the National FGM Centre to directly support girls and families and to share learning on best practice with local authorities across England.

### 50. Permanence Improvement Project (FA, LAC)

*Coram-i*  
 Feb 2015 (£600k) and Jan 2017 (£916k)

Data-led, practice-based improvement framework, focused on permanency and securing adoption and long-term foster placements more quickly.

### 51. Residential Migration (FA, YPD)

*Credo Care*  
 July 2017 (£1.1m)

Specialist placements and co-produced care planning to allow disabled young people from Hertfordshire and Staffordshire to transfer to local foster care from out-of-area placements.

### 80. Reinvigorating Social Work (SWP)

*Dorset County Council*  
 Jan 2017 (£1.9m)

An outcomes-based practice model and accountability framework for social workers as part of Dorset’s ‘Forward Together for Children’ initiative.

### 81. Social Work Innovation Fund Torbay (SWIFT) (SWP, EOC/CIN, ADM)

*Torbay Council*  
 Feb 2015 (£1,25m)

Restructuring children’s services to an Integrated Care Organisation, including early help hubs and pooled budgets with adults’ social care.

### 82. Staying Close Project (CL)

*Bristol City Council*  
 Oct 2017 (£567k)

A range of Staying Close options for children living in and leaving children’s homes to support the transition to independent living and adult services.

## WEST MIDLANDS

### 83. Coventry Children in Need Innovation Programme (EOC/CIN, PAR)

*Coventry City Council*  
 March 2018 (£871k)

Adopting and adapting the FACT22 model of targeted support to children in need, using cross-sector working and personalised interventions.

### 84. FutureSocial (SWP, ADM)

*ADCS West Midlands*  
 Jan 2017 (£1.5m)

A joint venture for regional children’s social work across 14 councils to create a shared workforce development infrastructure.

### 85. The House Project (AD, CL)

*The National House Project*  
 Feb 2015 (£588k) and April 2017 (£3.75m)

Supporting young people who are leaving care in Stoke-on-Trent and Warwickshire to work together to refurbish their own future homes.

### 86. Supporting Long-term Foster Placements (SWP, FA, ADM)

*Match Foster Care*  
 Nov 2014 (£781k)

Taking on delegated statutory responsibilities for children in foster care in Stoke-on-Trent, combining corporate parenting and supervisory responsibilities.

### 52. RESuLT (SWP, CL)

*National Implementation Service*  
 Jan 2015 (share of £4.1m)

Whole-team training for residential care workers to build young people’s relational skills and promote positive behaviour.

### 53. Scaling and Deepening the Reclaiming Social Work Model (SWP, EOC/CIN)

*Morning Lane Associates*  
 Oct 2014 (£4.4m)

Implementing the Reclaiming Social Work approach in five local authorities (Derbyshire, Buckinghamshire, Harrow, Hull, and Southwark), with ‘keeping families together’ units for teenagers on the edge of care.

### 54. Shared Lives Care Leavers (FA, CL, YPD)

*Shared Lives Plus*  
 March 2017 (£365k)

An alternative to foster care in eight local authorities for young people with on-going social care needs by supporting them to move to a Shared Lives home from the age of 16.

### 55. Signs of Safety (SWP)