

Lancashire County Council

Corporate Parenting Board

Tuesday, 16th March, 2021 at 6.00 pm in Zoom Virtual Meeting - Zoom

Supplementary Agenda

We are now able to enclose, for consideration at the next meeting of the Corporate Parenting Board on Tuesday, 16th March, 2021, the following information which was unavailable when the agenda was despatched.

Part I (Open to Press and Public)

No. Item

5. Family Safeguarding (10-15 mins) (Pages 1 - 14)

*Mandy Williams, Head of Service Child
Protection/Children in Need (Family Safeguarding)*

To receive an update on the development and remodelling of Children's Social care through the implementation of the Family Safeguarding.

L Sales
Director of Corporate Services

County Hall
Preston

Corporate Parenting Board

Meeting to be held on 16 March 2021

Report of the Head of Lancashire Family Safeguarding

Electoral Division affected: (None)
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Update on Family Safeguarding Model

Contact for further information: Mandy Williams, Tel: 01772 531402, Head of Lancashire Family Safeguarding, Email: Mandy.Williams@lancashire.gov.uk

Executive Summary

This report has been requested to update the Corporate Parenting Board on Family Safeguarding to gain an understanding of where this fits in with the wider changes. The County Council launched the new Family Safeguarding model on the 11 February 2021. To support the implementation of the Model it was necessary to remodel the whole Children's social care department. This took place on the 4 January 2021 allowing for the staff and management to be in place ready for the full launch on the 11 February 2021. The evaluation is being undertaken by 'The What Works Centre' who were commissioned by the Department for Education and will conclude in 2023. The official launch took place on the 1 March 2021, this was a virtual event that was opened by the Leader of the Council with several speakers who were both external and internal. The purpose of the launch was to ensure all partners are aware of the implementation and provided staff an opportunity to say how it feels to be in the new structure and what they are hoping to achieve.

Recommendation

The Corporate Parenting Board is asked to note the progress of the Model and how the service will move forward following implementation.

Background and Advice

Family safeguarding is a new way of working with families so that they can stay together, and children where possible can remain safely at home. The Family Safeguarding team is made up of a wide range of professionals, multi-agency teams tackling domestic abuse, parental mental health, and substance misuse to improve children's lives. The teams work with and alongside families supporting them in a strengths-based way, using Motivational Interviewing, which is a new approach to social work that creates sustainable behavioural change in parents.

The new teams are supported by systems that reduce bureaucracy as well as a dedicated team coordinator, this frees up practitioners to spend more time with

families. Family Safeguarding was developed in Hertfordshire five years ago and was evaluated to demonstrate excellent outcomes for families including fewer children coming into care and a reduction in attendances at A & E, and in call outs by the police. Lancashire undertook a bid process and were successful in securing £6.3 million pounds.

A Lancashire Family Safeguarding programme team was established and has ensured that the foundations for Family Safeguarding are in place and that we were able to go live on the 11 February 2021.

Family Safeguarding has been introduced as part of the transformation of Children's Services within Lancashire that has meant investing significantly in Early Help, developing teams around the school, and moving from Localities to Functions. We are ensuring that children in care have secure and stable homes and that we invest in our ongoing support for Care Leavers. The whole service is ambitious to deliver the best quality 'good and outstanding' service, to listen to Lancashire children, young people and their families and carers, and to work in a way that builds on family's strengths.

Developing the Service

A Lancashire Family Safeguarding Partnership Board has been established to have strategic oversight of the development and delivery of Family Safeguarding. An Operational Lancashire Family Safeguarding Board oversees the development of practice. This Board is comprised of all partners ensuring practitioners from across the spectrum are working in partnership but retaining accountability.

A comprehensive training programme has been delivered to managers and frontline practitioners to equip them to deliver Family Safeguarding. We have worked with the Hertfordshire National Family Safeguarding team over the last year to get staff ready for Family Safeguarding. To date (February 2021), 339 staff have completed a two-day Motivational Interviewing (MI) training course followed by a range of practice development sessions. 1710 staff have attended practitioner workshops delivered by Hertfordshire County Council, which range from reflective auditing, thresholds and leading multi-disciplinary teams.

Recruitment to the Family Safeguarding workforce has taken place alongside the remodelling of Children's Services. The recruitment of a Head of Service, Senior Managers, Team Managers, Consultant Social Workers, Social Workers and Team Coordinators has been successful. The recruitment of the specialist Adult Workers has been coordinated by the Programme team. We have recruited domestic abuse workers; substance misuse workers and we anticipate that the recruitment of mental health workers will be completed by the end of March 2021.

A Quality Assurance Framework is being developed which will clearly demonstrate the anticipated outcomes of Family Safeguarding. At the moment, COVID-19 is impacting on the numbers of children being referred to children's social care and there is a national reduction of children entering the care system, and an increase in the length of Care Proceedings. Therefore, findings will not be straightforward. We anticipate an increase in demand as children return to school and as lockdown is

ended, we do however believe that Family Safeguarding will reduce the number of children entering the care system, as more children remain safely with their families. Participation has been an important part of the establishing of the system, recruitment has included children, young people, or people with lived experience to identify questions or scenarios, or they have joined panels or interviewed staff separately. We are developing The Family Forum a space for families to feed back to us about the services they have received and to shape future services. A reference group also exists for front line staff to share their experiences with the Head of Service and the Principal Social Worker.

Implementation

On the 11 February 2021, the service went live, with 21 Family Safeguarding Teams in place across the County. The teams sit within the ICS (Integrated Care System) Health Boundaries, within District Council footprints. Each team consists of a Team Manager, a Consultant Social Worker, five Social Workers, a Child and Family Practitioner, a Team Coordinator, and the Adult Specialist Workers in Domestic Abuse, Substance Misuse and Mental Health these posts are available across two teams.

The teams are managed by Senior Managers who manage teams in the north, east, central and south areas of the County. Families will begin to see the difference in the way we work, there will be less emphasis on what families are not able to do and a real drive to support them to understand how they can be more effective parents.

There will be less bureaucracy, guiding intervention and the model will support social workers to undertake more relationship-based practice. Families will see that we are changing our behaviour supporting them to understand they can accept the support on offer. We will focus on working with resistance developing parent's strengths.

Multi agency teams will be working together to tackle domestic abuse, parental mental health and substance misuse. We know that addressing these issues and supporting parents to accept support improves children's lives. The teams will have group supervision and group work programmes for families.

Communication

There has been excellent media coverage facilitated by the corporate communications team, with television, radio, and local and national press. The Lead Member and the Executive Director have given interviews, as well as creating videos for staff. The Lancashire Family Safeguarding Twitter page, and internal website now exist. We are determined to publicise Lancashire Family Safeguarding and build its profile in order to sell Children's social care as an ideal place to come and work in this exciting and innovative way with reduced caseloads of 15, and in doing so seek to reduce our reliance on agency social workers.

The teams themselves are full of enthusiasm for Family Safeguarding and welcome the opportunity to work in a strength-based way alongside families, and they welcome the training support and additional resources. The frontline worker group

completed an anonymous questionnaire which said that they felt fully supported by their managers they scored their support 9.8 out of 10.

Conclusion

Family Safeguarding is still being implemented, we have a 100-day plan and view Lancashire Family Safeguarding as a service that is being developed and grown. We will be better able to deliver the full model when all the Specialist Adult workers are established in the teams, and the new ways of working are fully embedded, but we are well on the way to ensuring better outcomes for Lancashire families.

Addendum

Risk management

As a County Council we alongside partners have committed to working with families in a very different manner than we have in the past. The new model is strength based and at the heart of the model is the belief that families want to do the right thing for their children. This will include reducing the numbers of children who are admitted to care and being made subject of a child protection plan. For some this may be concerning as the numbers will reduce, we will need to work hard with partners, the judiciary and Children and Family Court Advisory and Support Service (CAFCASS) to support families to remain together and manage risk within the home.

Corporate Parenting Board

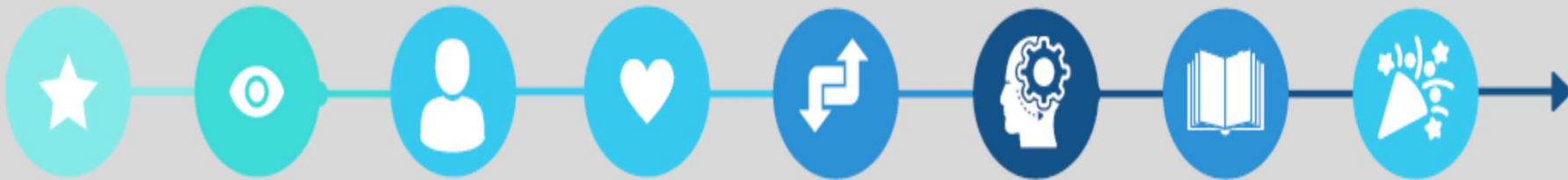
16th March 2021

Lancashire Family Safeguarding Model Update

Mandy Williams

Head of Lancashire Family Safeguarding

8 MONTHS BEFORE 7 MONTHS BEFORE 6 MONTHS BEFORE 5 MONTHS BEFORE 4 MONTHS BEFORE 3 MONTHS BEFORE 1 MONTH BEFORE FS LAUNCH



- Partnership board set up
- Partnership agreement negotiated and signed

- Operational board set up
- Workstream leads identified

- Adult specialist and social work recruitment, JDs agreed
- Strategic leadership event

- Revise current social work policy, process and practice guidance

- Family safeguarding practice and change workshops

- Motivational Interviewing

- Family Safeguarding teams established & FS Workbook goes live

- Only once;
- 70% of Adult Specialist Workers recruited
 - 70% of relevant staff trained in MI and FS practice and change workshops

Why did we need to change?

- Rising numbers of children in care and care proceedings
- Resources largely spent on assessment and monitoring, not achieving change
- Experts at process- now we need to develop skills in making a difference...
- Human Rights and empowerment, vs blaming victims
- System doesn't support open, honest relationships with families or partnership working
- Engagement and choice for families vs if you don't do X.. .we will do Y...
- Parents find it hard to access help and support to address their problems
- Main risks to children are from domestic abuse, substance misuse and parental mental health- we need to solve these complex problems together

The whole of Childrens Social Care remodelled and launched as a functional service on the 4th January 2021

Heads of Service now have sole responsibility for:

- Front door
- Family Safeguarding
- Looked after children and care leavers
- Fostering, Adoption, residential care and Youth Offending

Evaluation of the Model began on the 11th February and Launched 1st March 2021

Key Components of Family Safeguarding

Changing Child Protection to **keep more children safely within their families.**

Changing our behaviour with families so they too can change their behaviour and accept support on offer. Focus on working with resistance and developing parents' strengths.

Multi-disciplinary Teams working together to support children and parents

*Multi-agency teams tackling domestic abuse, parental mental health and substance misuse to improve children's lives. The teams will have **Group Supervision** and locally developed intervention & group work programmes for families*

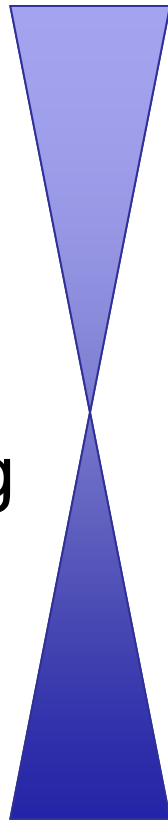
Motivational Interviewing: Working with resistance and developing family strengths

A new approach to social work that creates sustainable behavioural change in parents so that children can remain safely at home.

Family Safeguarding Workbook – a integrated family assessment: Freeing up Practitioners to spend more time with families.

Reducing bureaucracy, guiding intervention, multi-agency recording, making social work a doable job

What does a Lancashire Family Safeguarding Teams look like?



1 Team manager

1 Consultant Social Worker

5 social workers

1 Child & Family Practitioner

1 DA Practitioner/Officer
(either supporting perpetrators or victims/survivors)

Either a Mental Health or Substance Misuse Specialist

1 Team Co-ordinator

Team Roles

Child & Family Practitioners

Direct work with children, parents, supporting improvement of parenting skills

Social Workers

Parenting assessment and intervention programme, motivating families to choose change, developing high quality multi-disciplinary plans to meet need and achieve change for children

Team Manager

High quality group and individual reflective supervision, improve quality, timeliness of work and outcomes for children and families

Domestic Abuse, Substance Misuse Recovery Worker and Mental Health Specialists

Undertake specialist assessments, develop and implement individual and group work treatment programmes

Team Co-ordinator

Minute group supervisions, team admin, support data collection

What difference do we hope it will make?

For Families

- -A reduction in repeat police call outs to domestic abuse incidents
- A reduction in emergency hospital admissions for adults
- A reduction in child protection plans
- A reduction in care proceedings
- An improvement in school attendance

For Partnership

- Staff across all disciplines will feel more confident and less stressed
- Improved recruitment and retention of staff
- A reduction in expenditure for the LA in first year including placements, legal and agency staffing costs
- Demonstrable savings for A&E and Police
- Partnership strengthened across all agencies and with Courts

Next Steps

1. Clear partnership funding/implementation/sustainability agreements-grant/social impact bonds/re-commissioning from outset in signed partnership pledge
2. Adopter LA leads, Herts supports-CS leadership committed to stay and see implementation through
3. Commitment to broad model fidelity and compatible structure/ICS system
4. Commitment from partnership to keeping families together, safely and understanding impacts of removal of children
5. Delivering services together to meet needs of all family members
6. Shared evaluation of risk and decision making (inc with families)
7. Agreed success measures and outcomes evaluation (data sharing)
8. Strong shared leadership and ownership across partnership

