

Children's
Services

Delivering a new Family Help model for families in Hampshire: translating policy into practice

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Agenda

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Hampshire County Council's approach to transformation
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Why we are implementing this now
- 3 Vision of Family Help**
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For the audience and for us

Hampshire - Journey of Transformation

Journey of Transformation

Hampshire Children's Services has a reputation for being at the forefront of transformation.

Work has been ongoing since 2015, with a relentless focus on keeping more children safely at home.

The starting point has always been providing families with the right support, from the right person at the right time.

Ofsted

- 2019 Ofsted rated Hampshire Children's Services 'Outstanding'
- Review in March 2023 positively highlighted Children in Care provision

Innovation Fund
2015

Partners in Practice
2017

Transforming Social Care
2018 - now

- 7 projects
- Piloted multi-agency teams
- Edge of care project

- Mobile Working
- The Hampshire Approach

30+ projects delivered

- Created Intensive Worker teams
- Priority Cohort families
- Specialist workers in teams

Family Help

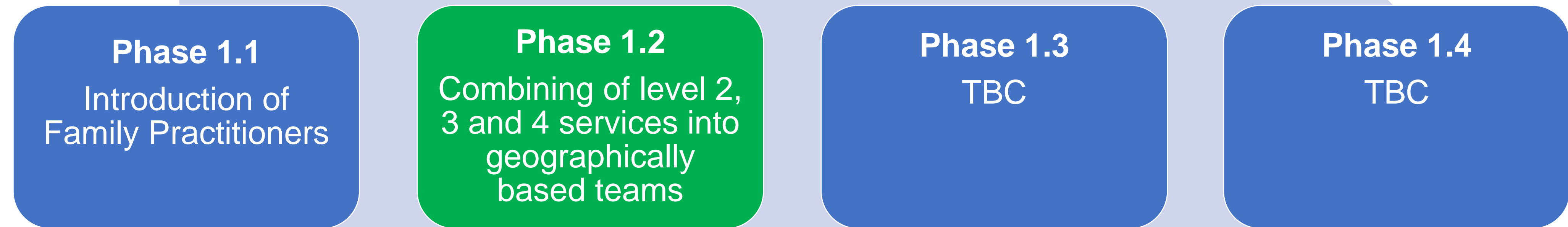
- Family Practitioners 2023
- Geographically based Family Help teams-early 2024

Caseloads

CLA: 1,906
 CPP: 1,148
 CIN: 8,535
 FSS: 853
 (as at 6.11.23)

Hampshire's approach

Implementing a new Family Help model across Hampshire is a significant project to undertake. Therefore, the agreed approach being adopted is one that will be ***phased and iterative***.



To support the development and implementation of a new model, a project group has been established with representation from each of the teams that will be impacted.

Hampshire is not currently a Pathfinder, and all developments are being made within our current financial envelope. Future iterative phasing will allow for development of additional change following further legislative amendments and changes to statutory guidance.

Why are we doing this?

- It is way to further improve outcomes for children and families
- Not just because the Care Review says so!
- It's an opportunity to review and develop new ways of working with families
- Enables us to increase and enhance engagement within local communities, building trusting relationships which support positive and sustained outcomes for children
- To have a positive impact on staff recruitment and retention - making Hampshire County Council an even more attractive place to work and stay in the long term
- Continuous improvement and innovation – never resting on our laurels



Our vision for Family Help



Outcomes...

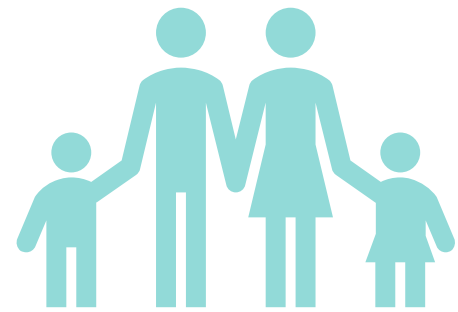
Improving outcomes for children and families

Keeping more children safely at home (with their needs met)

Reducing demand for level 4 services

Increasing staff recruitment and retention

Locally based Family Help teams aligned to local resources (hubs)



Children & families will...

Be able to access support easily in their local community

Be pro-active and empowered to seek support

Have an improved experience with fewer transition points

Build trusting and supportive relationships with a range of agencies

Have their needs met at the lowest level to reduce escalation



We will...

Reduce transition points

Improve community links

Foster multi-agency working

Be responsive to the dynamic nature of families

Use local resources to facilitate positive outcomes



We need to be good at...

Aligning workers' skills to meet the family's needs e.g., Intensive Workers

Using the skill sets of differently qualified staff

Linking and building relationships with local community resources

Establishing a flexible workforce

Adopting and implementing a whole family approach

Our journey so far

Family Help Phase 1.1

Family Help Phase 1.2

May 2022
Established a working group

Sep 2022
Developed Family Practitioner role - with new role profile and task list

Jan 2023
Set up project group to support development of the model - combining Family Support Services and Children Assessment and Safeguarding Team

June/July 2023
Drafted new role profile and task list for proposed Child Protection Lead Practitioner role

Early 2024
Full implementation of 34 Family Help teams

May 2022
All managers workshop to talk through ideas for differently qualified workers and Family Help

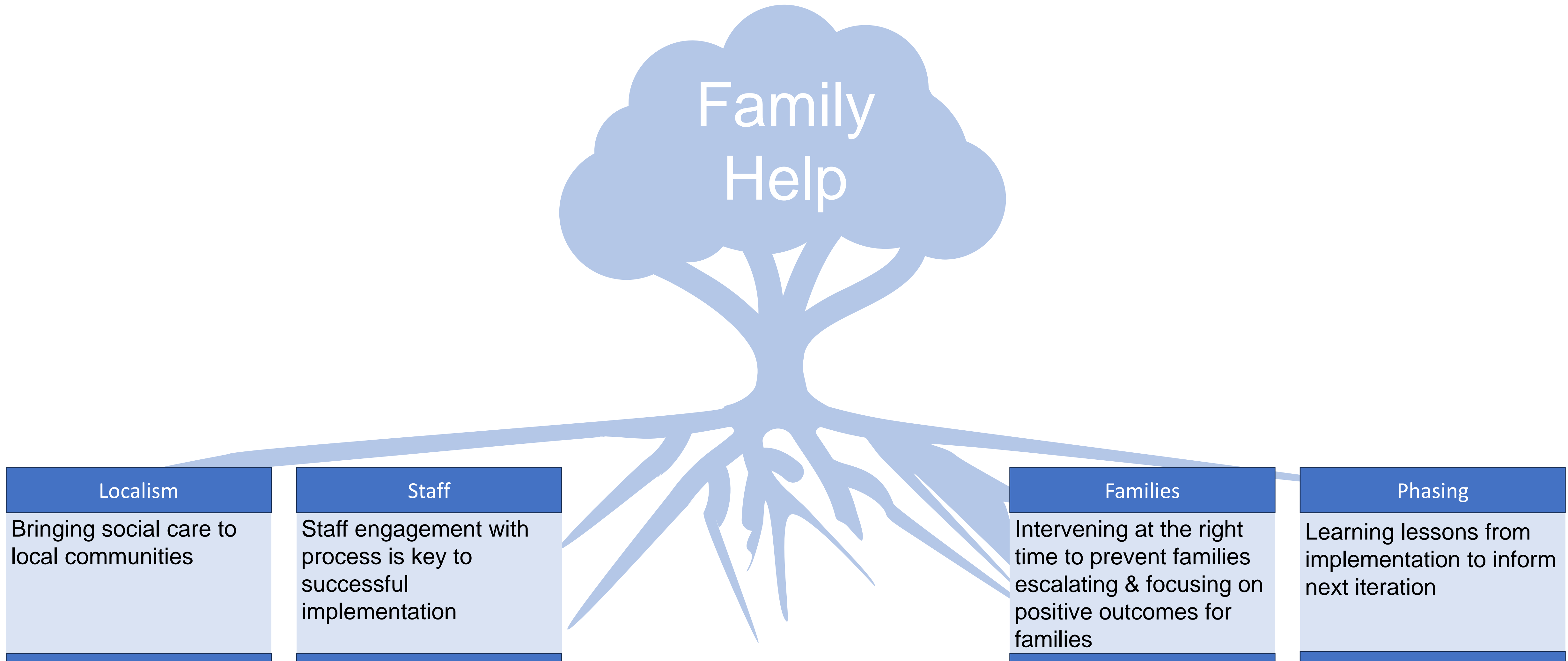
Jun 2022
Defined and agreed case types to be held by differently qualified workers

Oct 2022
Advertised Family Practitioner roles with staff coming into roles in Jan 2023

Jun 2023
Family Help model proposed – entered staff consultation

July –Dec 2023
Continued development of model and processes. Training and learning support delivered in readiness for go live

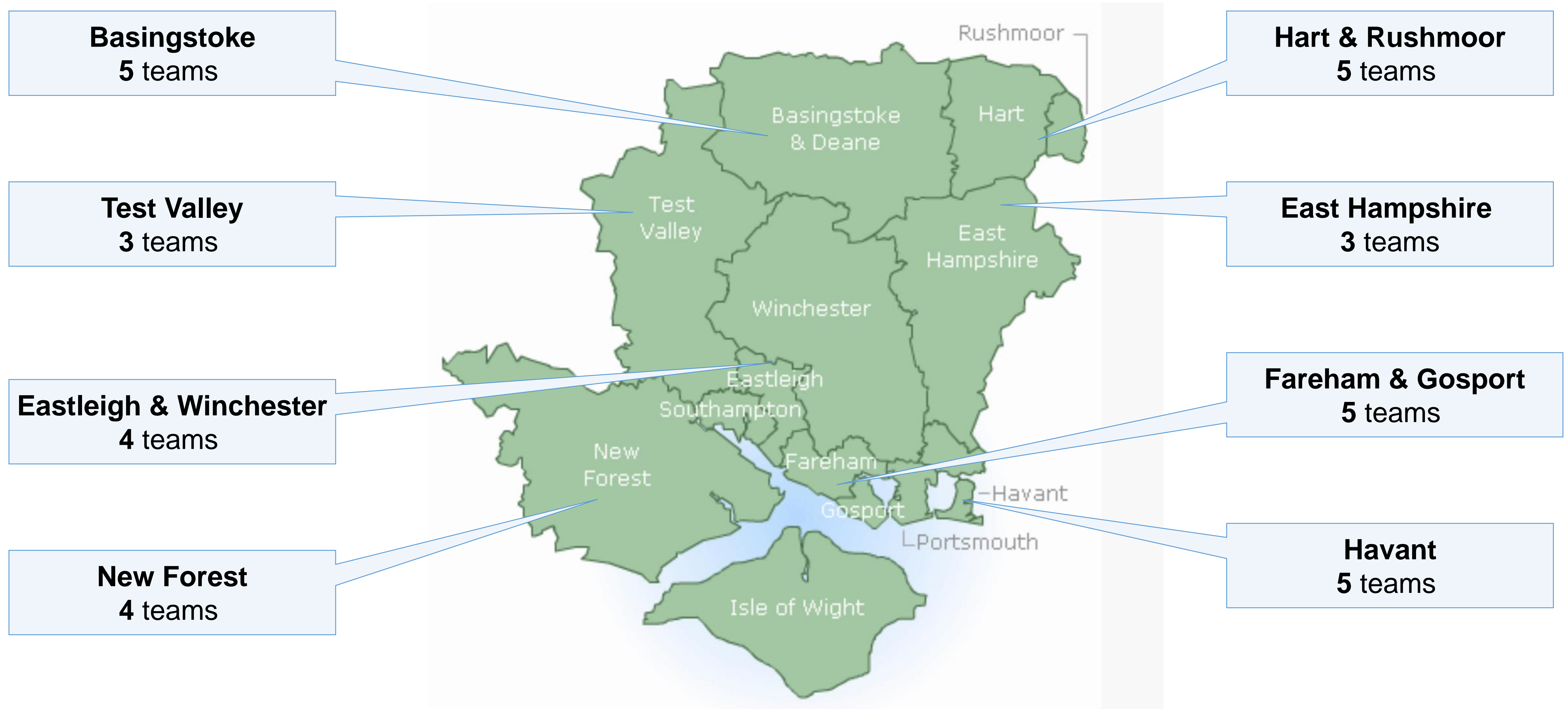
Principles underpinning approach



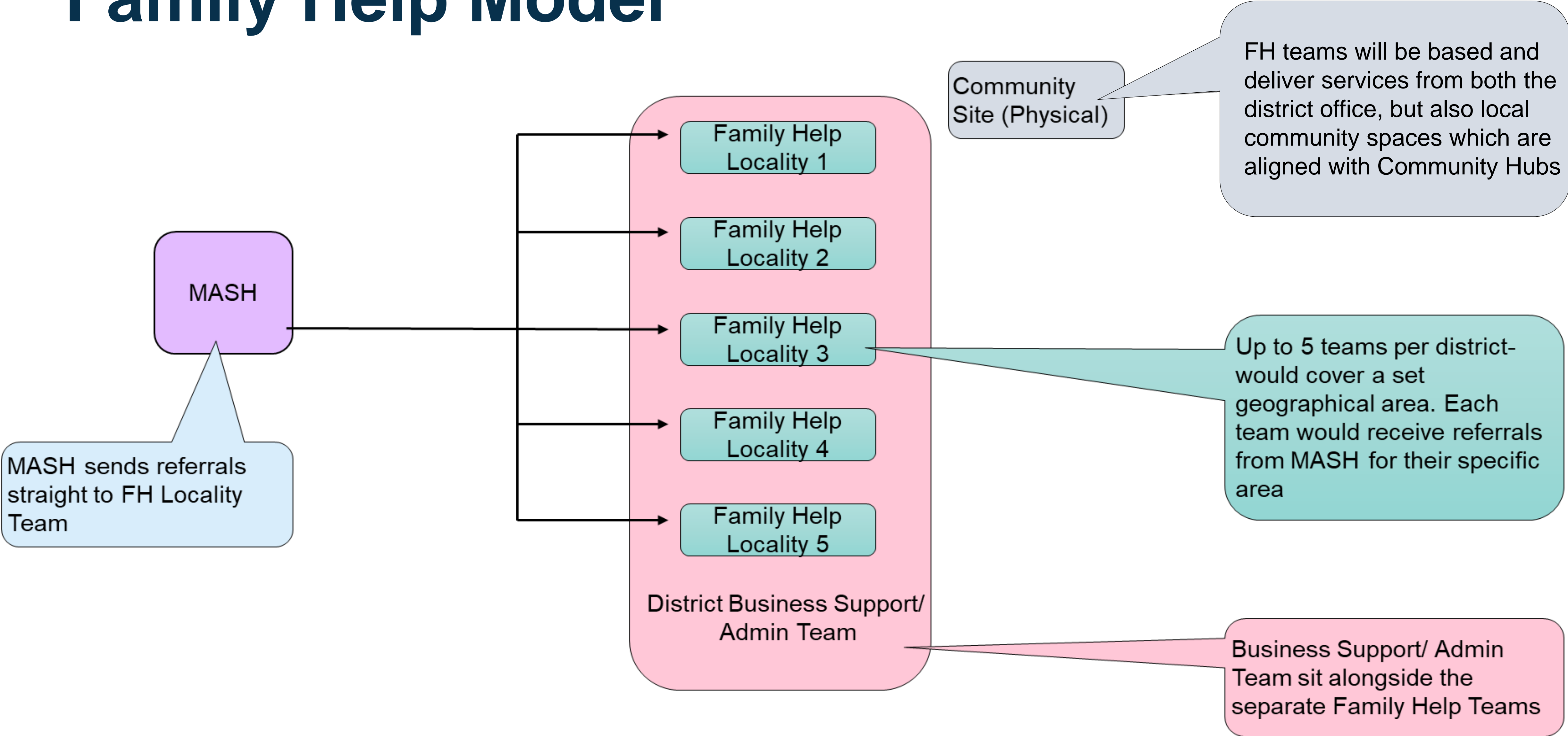
Overview of model

- 34 teams Family Help teams created by combining the Family Support Service (FSS) and Children's Assessment and Safeguarding Team (CAST)
- Family Practitioner role - differently qualified worker
- Family Help teams cover a smaller geographical area so they're closer to the community, families and partners
- Moving from Intake team model to each Family Help team receiving and managing referrals for their geographical catchment area
- Child Protection Lead Practitioner - one per Family Help team

Family Help teams



Family Help Model



How we have made progress

Established an internal project group with subject matter experts, to support development of the model



Created new roles: Family Practitioner & Child Protection Lead Practitioner

Demand and caseload data analysis to support proposals on team size & area



Staff skills and knowledge survey which supported development of Training Strategy

Staff and role profiling to determine staff type per Family Help team



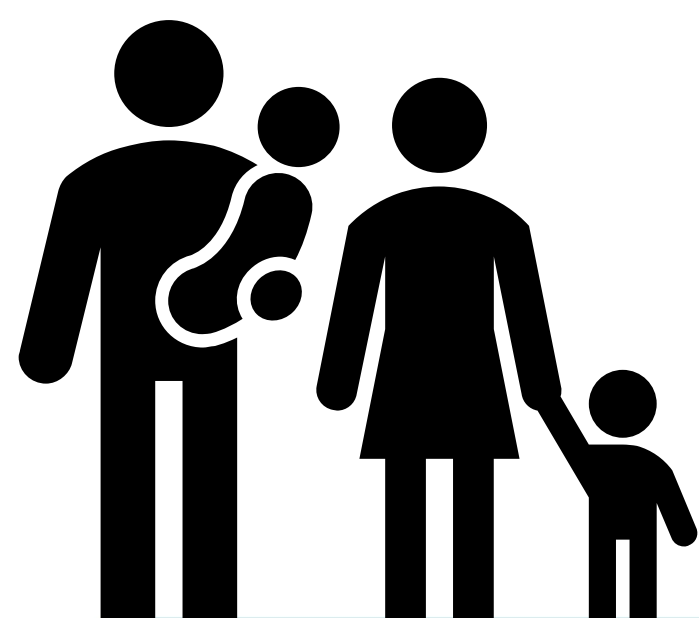
Reviewing and updating process mapping to fit with new Family Help model: e.g., groupwork/ Early Help meetings

Family Practitioner role

In recognition of the knowledge, skills and experience that *differently qualified* practitioners can bring to supporting families to create positive change, Hampshire has created and embedded a new role to support the development and implementation of our new Family Help model - that of the **Family Practitioner**.

Key features of this new role:

- They were initially recruited into our Childrens Assessment and Safeguarding Teams (CAST) but will transition across into the new Family Help teams in early 2024
- It is a case holding role but only in relation to specific CIN case types. They do **not** case hold any children subject to a Child Protection or Child in Care Plan
- They can co-work with Social Workers to jointly undertake a Child and Family Assessment
- Once Family Help teams go live, Family Practitioners will have a mixed caseload of level 3 and 4 families



Qualified Social Worker role

Family Help brings exciting changes to the role of the Social Worker within Children & Families. Our smaller, locality-based Family Help teams bring opportunities to build local professional networks using community spaces to ensure families have easy access to the right support, by the right person or team for the right amount of time.

Our Social Workers can expect:

- To have a mixed caseload of families spanning early help and children in need
- Will have access to additional support, coaching and joint working opportunities with our newly created Child Protection Lead Practitioner roles
- To co- work families alongside our Family Practitioners
- To work within a smaller defined location/ geographical area
- To build links with partners/ organisations within local communities



Child Protection Lead Practitioner

Below are our early thoughts around the Child Protection Lead Practitioner. These will be further developed and evolve as we progress through the iterative implementation of Family Help

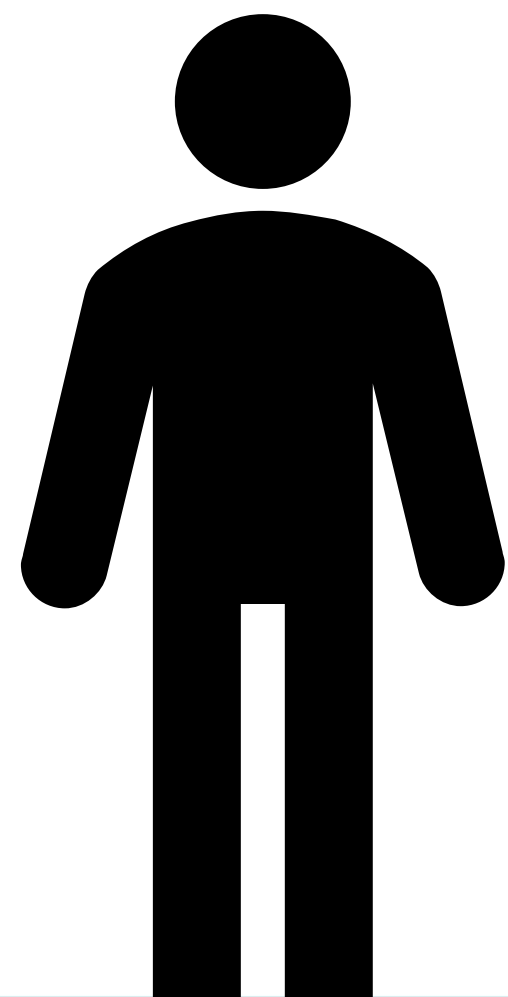
Newly developed role- as per Independent Review for Children's Social Care they must have +5 years post qualifying experience

Not a decision maker but will support with tasks and provide expert advice as needed. Tasks will take phased approach following appointment

Aiming for one Child Protection Lead Practitioner per Family Help team

Will hold the most complex child protection cases and support other members of the team, providing guidance and oversight/ co-working

Will form a cohort of Child Protection Lead Practitioners supported by a strategic lead



Challenges

Scale of Model

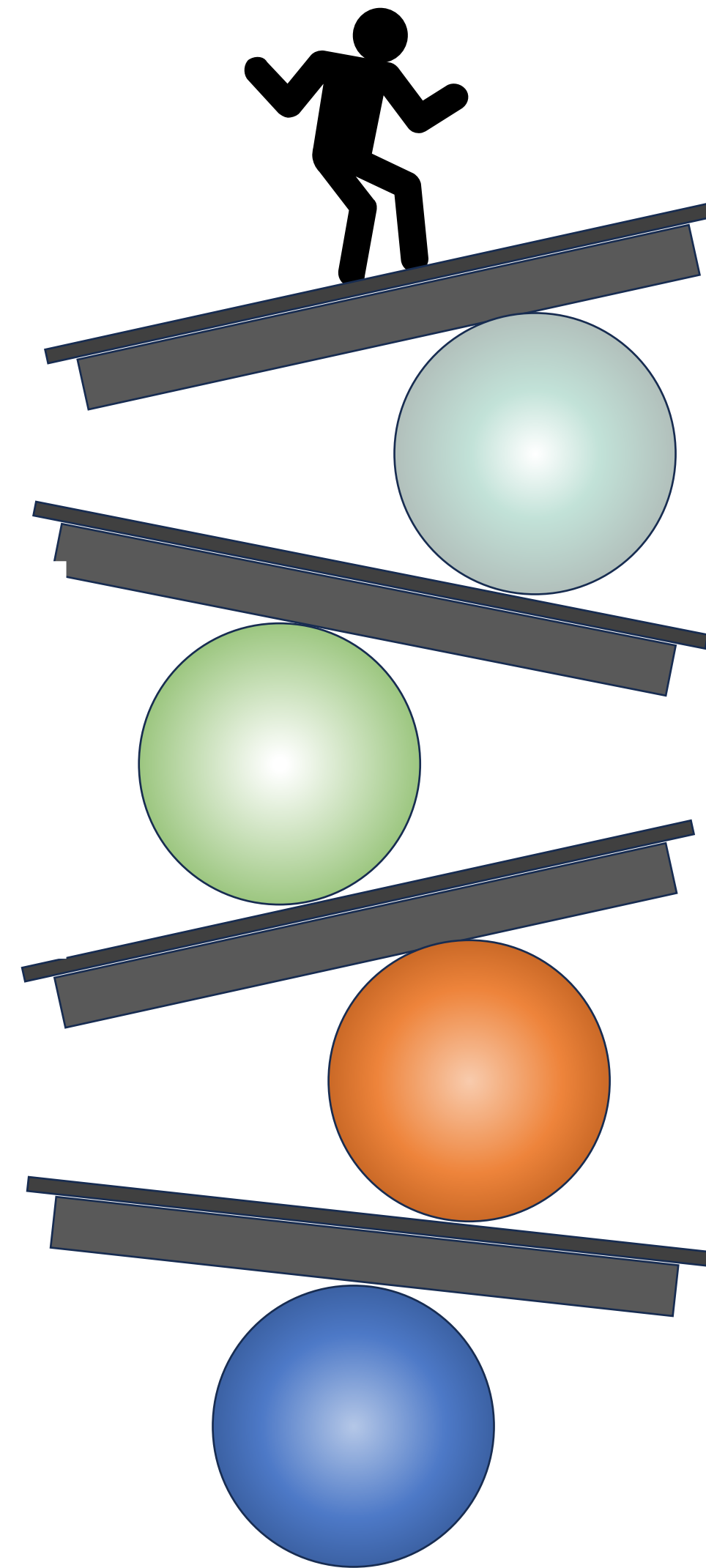
Hampshire is a large county so requires a comprehensive geographical review

IT system changes

Introducing a new case recording system MOSAIC- impacted timescale & staff capacity to take on new things

Finance

Hampshire is not currently a pathfinder - has received no additional funding



Capacity

Ensuring viability of teams to launch given staff vacancies

Child Protection

Child Protection Lead Practitioner with +5 years post qualification will be a national challenge

Working Together guidance

Not yet published / confirmed

What have we learnt to date?

Recognising the right time to communicate and collaborate with partners

Wealth of logistical details to address, including postcode allocation/ duty telephone numbers

Staff engagement with managing change is vital

Continuing to deliver a high quality service whilst implementing change

Need for additional Transformation resource: would have not delivered at pace without this

A project group with representatives from across the service is key



Questions for you

1. What steps have you taken, if any, towards Family Help?
2. Have you started to think about the role of Child Protection Lead Practitioner?
3. What challenges and learning are you experiencing?



Any questions for us?

