

Appendix A

Family Safeguarding Transformation Proposal

Service Area:	Children's
Director:	Julian Wooster
Strategic Manager	Rowina Clift-Shanley
SAP Node	EDBA

1. Description of transformation proposal:

The Family Safeguarding Model will bring adult workers into integrated teams with children's workers to strengthen the whole family in order to support children to remain with birth families where appropriate. Implementation of the Family Safeguarding Model in Somerset is a catalyst for health and social care integration in Children's Services.

The Family Safeguarding Model seeks to influence, change and improve children's services effectiveness through applying two core concepts.

- Enabling parents to address their own issues will create the context within which they will be able to parent more effectively – locating wider adult focussed practitioners within social work teams to tackle these issues.
- Social workers work more effectively and are better equipped to practice if they are well supported and have the right tools to do the job – ensuring that clinical supervision and advice is located within teams and deploying approaches to practice such as motivational interviewing.

2a. Benefits (Non-Financial) and Opportunities

The primary benefit of Family Safeguarding is to keep children with birth families wherever safe and appropriate

Benefits (improved outcomes) for families

Sustainable change - Addressing underlying parental issues can make supporting families to make sustainable changes.

Young people wanted Somerset Children's Trust to assist their parents by helping their families to make the right choices to support happy healthy lifestyles. Parents have identified they require support for themselves to look after themselves, so they could look after their children better. This model offers the opportunity to strengthen support to them to ensure that adult focussed support is consistently available and integrated within an already improved social work service.

Direct benefits to children is evidenced in Hertfordshire with significantly improved school attendance (38%), Somerset is also committed to improve family education and employment through engagement of employment specialists within ECI and understanding strengths of partners who have been part of troubled families. This

type of longer-term change will offer greater resilience to families and sustainability through routes out of poverty and improved self-esteem.

Benefits (improved outcomes) for the workforce

The context within which social work is practiced has a significant effect on an organisations ability to recruit, retain and grow new social workers. Although Somerset now has a stable management teams significant challenges in attracting and keeping social workers is evident. This has implications for achieving the next phase of improvement, longer term succession and sustainability planning. Social workers work more effectively and are better equipped to practice if they are well supported and have the right tools to do the job.

Adopting the family safeguarding model would transform the context within which social work is practiced. It would ensure that clinical supervision and advice is located within the teams (psychology) and deploying approaches to practice such as motivational interviewing. The context of succeeding with families because the correct support to address underlying issues can provide a context where success and achievement increases social work confidence and satisfaction. Somerset currently has 18 vacancies within area teams and a further 15 posts covered by locums.

Benefits for SCC

The most important benefit for SCC is the change in conversation with communities and the commitment to working alongside families, tackling issues that are important to them. Over time this erodes residual punitive practice, it reinforces what families have told us – that they are the experts when it comes to their own children. It has the potential to shift the culture from statutory intervention to act as enforcement to statutory intervention to truly empower.

The nature of family safeguarding outcomes in the short term also mean they have potential for impacting on future adult demand. Avoiding the trauma of removing children from birth families, is likely to have an associated reduction in demand placed on adult services (adult mental health, substance misuse and domestic abuse) from parents who have experienced the removal of their child, but also for children who remain with their birth families, their future needs and the avoidance of a major trauma should mean demand is avoided by adult services in the future too.

Family Safeguarding can reduce commissioning silos and build greater resilience in SCC, where some specialist commissioning areas are largely reliant on individuals, as we begin to collaborate more and build a shared evidence base of true demand and impact.

Benefits for the Somerset System

The economic case has evaluated the public value of family safeguarding and has been assessed against a number of national recognised criteria. It is clear that the model accrues cost avoidance and savings beyond the council, impacts are observed across the health, criminal justice and social care economy.

Family Safeguarding is a catalyst for health and social care integration in Children's Services.

2b. Financial Benefits - Will be completed by Finance

Financial benefits identified should be evidence based and financial analysis should be undertaken which establishes how each future benefit is measured and signed off. Please also include any costs and income including Capital Costs, Capital Receipts, Estimate of Redundancy costs, Estimate of Resource costs to deliver.

Financial Year	Financial benefits (to the nearest £100)	Income Generated	Cost Involved	Total	Ongoing or One-off?
2020/21	£29,800	£	-£1,122,200	-£1,092,400	On-going
2021/22	£547,700	£	-£643,100	-£95,400	On-going
2022/23	£1,112,100	£	£159,200	£1,271,300	On-going
Total	£1,689,600	£	-£1,606,100	£83,500	

3. Transformation investment and Support required

Please include information about leverage funding/match funding from external sources as well as any additional resources required e.g. Finance, HR, legal, IT, procurement, project management.

Investment Type	Yes/no	Amount of Investment Needed	Year	Or any Additional support needed at no cost.
Financial	Yes	£4.5m	2020/21/22	
HR				
Legal				
ICT				
Procurement				
Change				
Business Support				
other				

4. Any Risk or Impact on residents, businesses and other organisations & Impact on other services we provide (please include and legal issues identified):

Are there impacts on other services delivered by other services, including impacts on support services and/or the requirement for additional support/spend (such as property/ICT)?

Are there services which partners could provide instead? What would the impact be on residents? Could residents be empowered to do it themselves? How are business and other organisations affected?

What key risks are being considered (i.e. impact on community, knock-on impact on Council teams and other agencies)?

The following key risks have been identified:

- Transformation is intended to provide the springboard to 'Good' Ofsted rated services. With the focus being on transformation it is imperative that the focus on quality of service and maintaining the pillars of practice is not lost.
- Attracting staff across the range of disciplines into these adult family safeguarding roles could impact on existing services resources
- Without unified commissioning intentions within SCC and the wider public services systems we confuse support to families and have potential to create a system where services are in conflict
- The children's case management system needs to be re-procured. The current provider has a module that provides the right platform for family safeguarding integrated teams to work on cases in a collaborative way. Timelines are unlikely to align.

What are the interdependencies and dependencies for this proposal?

Adults Services

Commissioning

Procurement

Improving Lives Programme

HR

IT

Equalities Impact Assessment- Is the equality duty relevant - Yes/No? (N.B If yes, a separate EIA will need to be completed in full and signed off by the Corporate Equality Manager)

Yes

Would there be a need to carry out staff/public or stakeholder consultation - Yes/No? If yes, how is it proposed that this happens?

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5. Timescale to deliver key milestones:

Milestone	Date
Programme Mobilisation & Set Up	Nov 19 to Jan 20
Integrating Disciplines	Jan 20 to Jun 20
MI Training Delivery (part 1)	Jan 20 to Jun 20
Developing New ways of working	Mar 20 to Jun 20
Go Live	Apr 20 to end Jun 20
Focus on impact/feedback from families	Jul 20 to end Sept 20
Early evaluation	Oct 20 to Dec 20
Go/No Go year 2 investment gateway	Dec 20 to Jan 21
Embedding routines/performance improvement	Jan 21 to Mar 21
MI Training Delivery (part 2)	Jan 21 to end May 21
Adopting New ways of working	Jan 21 to Mar 21
Integrating Disciplines	Jan 21 to Apr 21
Go Live	Apr 21 to Jun 21
Focus on impact/feedback from families	Jul 21 to Sept 21
Formal evaluation, wider system investment case	Jul 21 to Oct 21
Investment Gateway – Base Budget	Oct 21

6. Confidence level:

Please indicate a level of confidence in delivering the proposal. Please also provide a brief explanation for the chosen confidence level.

<i>Confidence Level</i>	<i>Please Tick</i>	<i>Confidence Level</i>	<i>Please Tick</i>
25%- Remote		75% - Probable	
50%- Unlikely		100%- Certain	

Explanation here:

Financial benefits & investment	By whom	Date
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validated (Y/N)	(Sign)	
Sign off from Strategic Manager		
Equalities Sign off		
Finance Sign off		

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For internal information only:

Information has been sent to and acknowledged by (Y/N)	By whom	Date
Legal		
Insurance		
HR		