



# Family Solutions Plus Progress Report Scrutiny November 2020



# Introduction



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**Background to Family Solutions Plus (FSP)**

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**Overview of FSP project to date**

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**Context for delivering FSP**

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**Measuring impact and embedding FSP**



## Children's Services Transformation



Oxfordshire is a Good Ofsted local authority providing high quality service to children and families

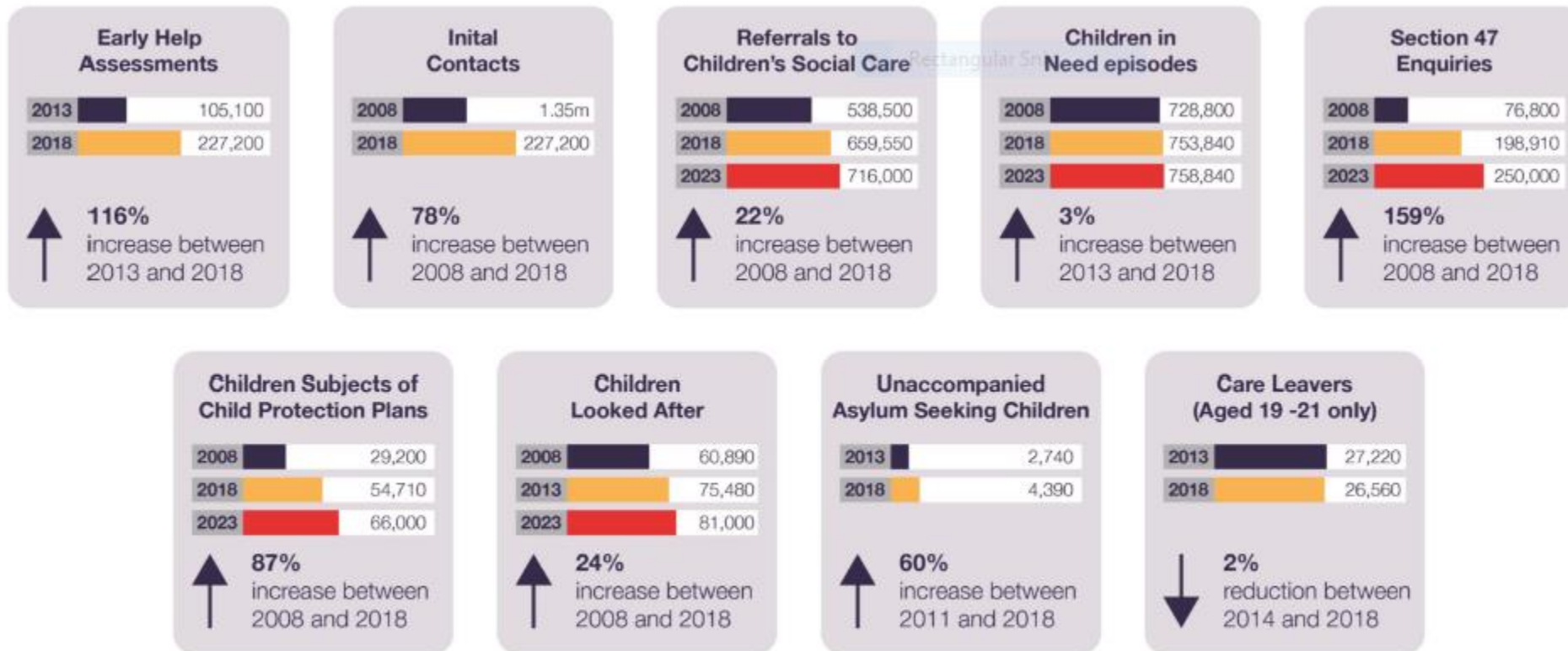
Demand for service has been growing for over a decade

The changes we are making are designed to help us to continue to provide good support in a sustainable way

We have researched what works well in other similar areas and are making the changes based on this (most notably Hertfordshire and Hampshire)



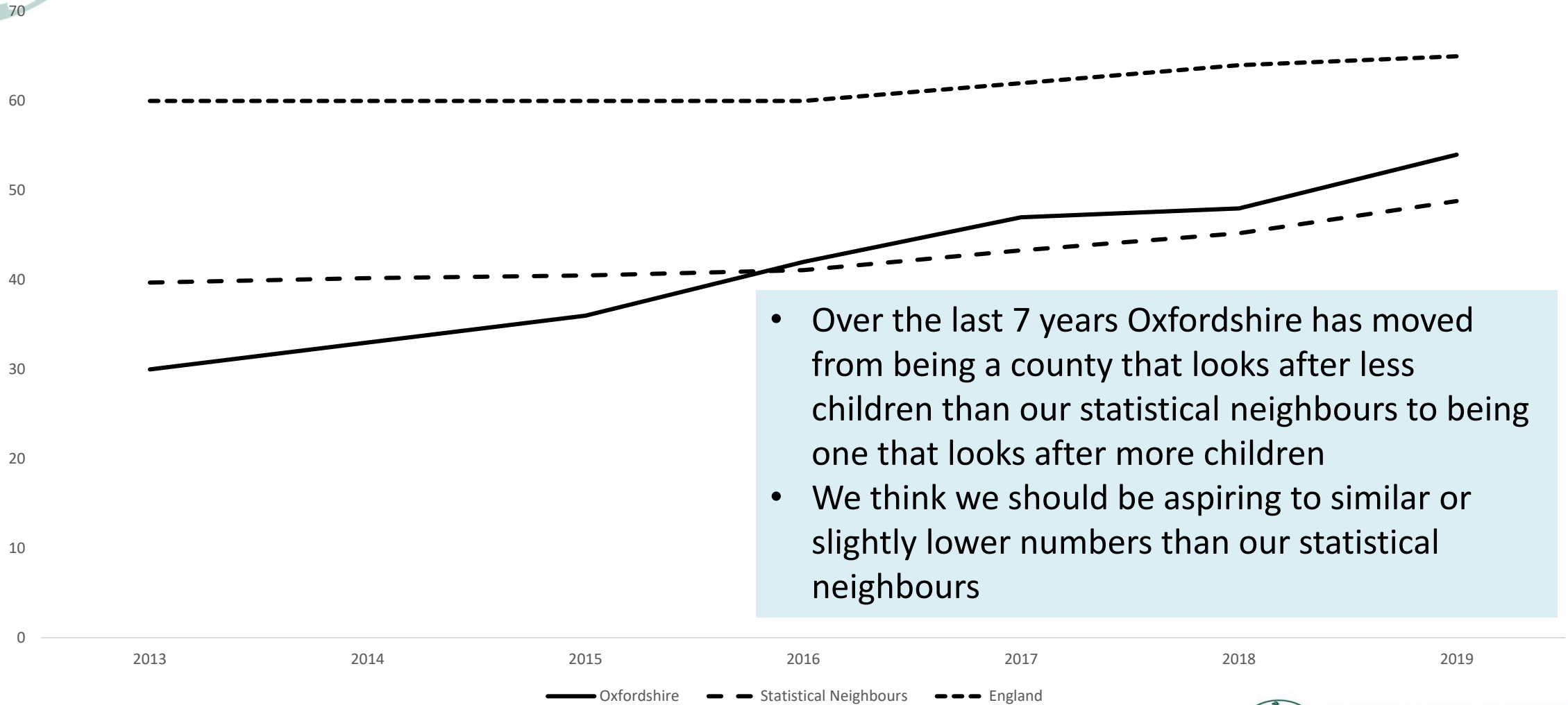
# The National Picture



ADCS Safeguarding Pressures report Nov 2018



### Children Looked After - rate per 10,000 at March 31



- Over the last 7 years Oxfordshire has moved from being a county that looks after less children than our statistical neighbours to being one that looks after more children
- We think we should be aspiring to similar or slightly lower numbers than our statistical neighbours



# Cabinet decision 16<sup>th</sup> July 2019

Cabinet agreed a 2 year investment in Children's Services to fund:

- **One off costs** - project costs, training, ICT changes
- **Temporary investment in Children's Service** - required to deliver manageable case loads to enable children and families to receive rapid and intense support
- **Seed funding for adult posts** - these posts are essential to help adults address a range of problems that adversely affect their ability to parent (mental health, domestic abuse, drug and alcohol issues)





# The Project was started immediately



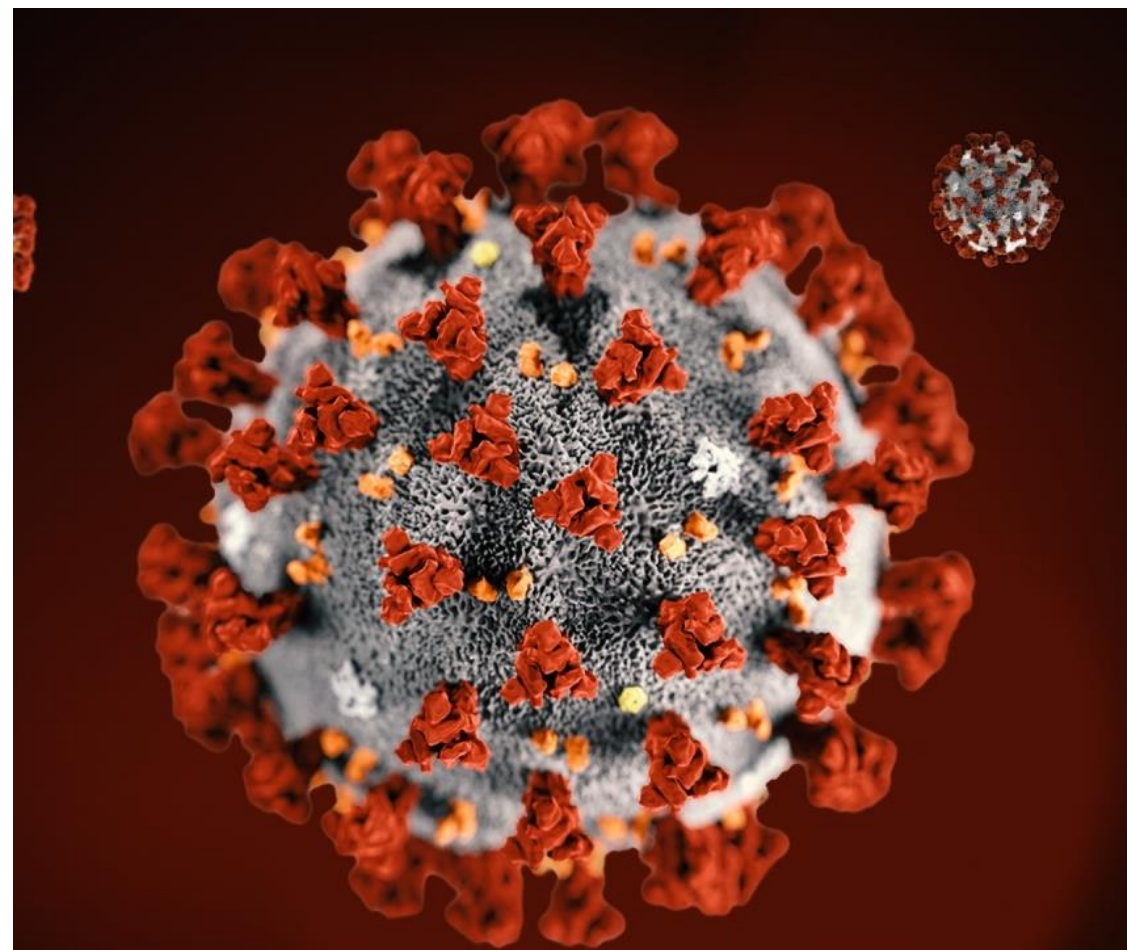
## Eleven Workstreams

- Improving practice
- Culture and Staff Development
- Cherwell Pilot
- ICT
- Human Resources
- Commissioning adult practitioners
- Performance management
- Property
- Finance & benefit realisation
- Communications
- Working with service users to develop the new service



# Impact of Covid19

- Original plan to go live on the 1<sup>st</sup> June
- This was delayed (to October) by Covid19 as plans for staff consultation/training and other aspects of project needed to be re-designed
- The project budget also had to be re-profiled (but did not require additional investment)







# Family Safeguarding Plus Model

## Multidisciplinary teams



Our multi-disciplinary teams will work with families to support them and address the difficulties they are experiencing

## Core Skill Set



Our workers will be trained in working with and supporting families to understand why we are involved and supporting them to make the necessary changes

## Reducing Bureaucracy



The concept of Family Safeguarding is a simple one: get people who are working with the same family to work in a team and share the concerns and risks

## Tracking impact



We will be using a new application on our Integrated Care System known as the Workbook that reduces the time that social workers spend recording information

## Our Vision

**Be successful:**  
Increasing school attendance

**Be healthy:**  
Helping early, supporting prevention

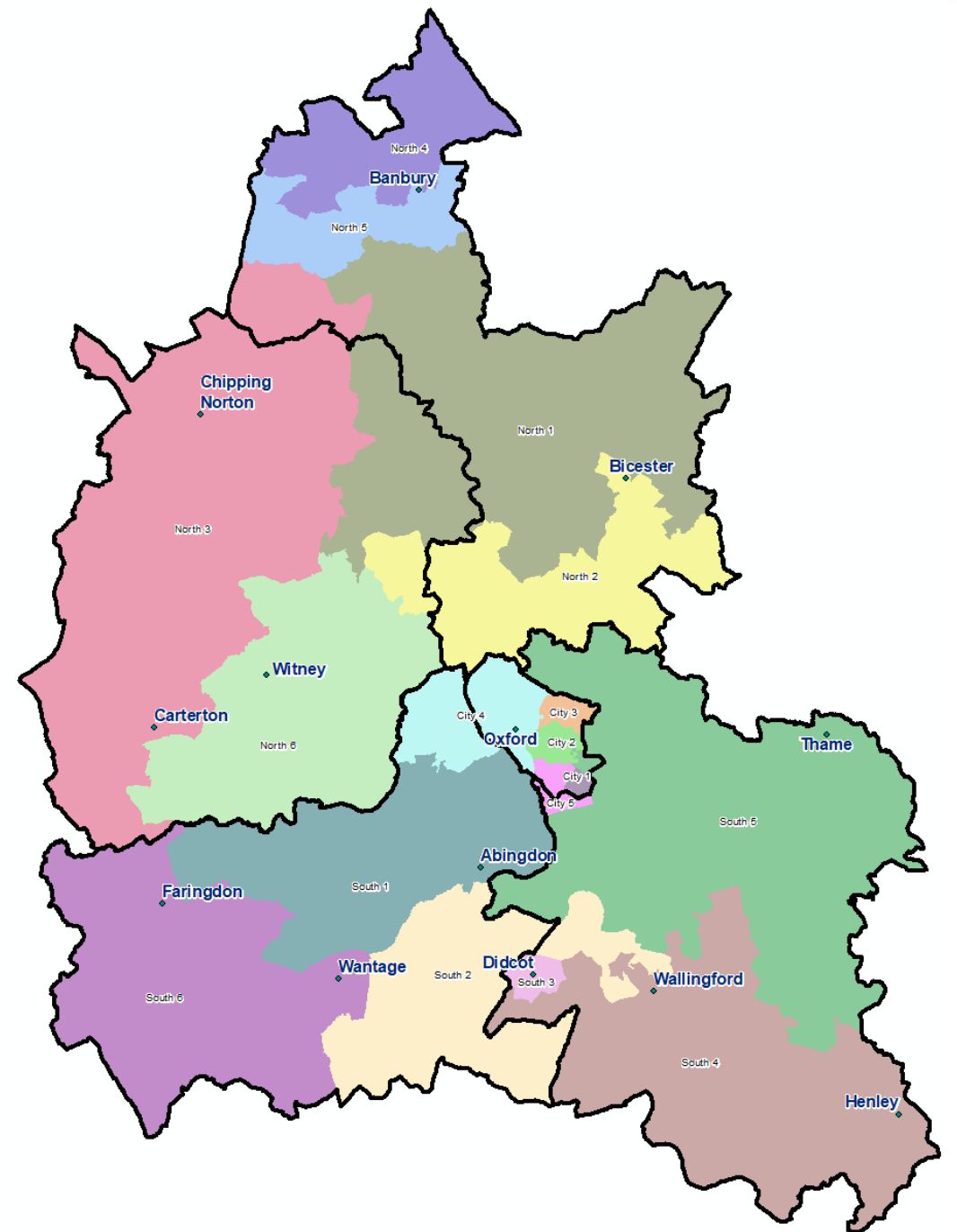
**Be safe:**  
Safely reducing the number of looked after children and managing demand

**Be supported:**  
Improving the confidence and capability of the whole workforce



# The New Service from the end of October 2020

- Oxfordshire will be served by 17 Family Safeguarding Plus Teams operating across the county
- They are smaller teams than we have operated previously to enable social workers and managers to work on a more human scale
- The geographical spread is also designed to help to form more effective working relationships with partner agencies

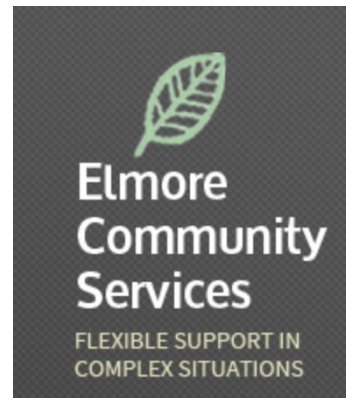




## Multi-Disciplinary Teams with Adult Practitioners co-located

New services developed to support parents with:

- Mental Health Issues: Oxfordshire Mind
- Domestic Abuse: Elmore Community Service
- Substance and Alcohol Misuse: Turning Point



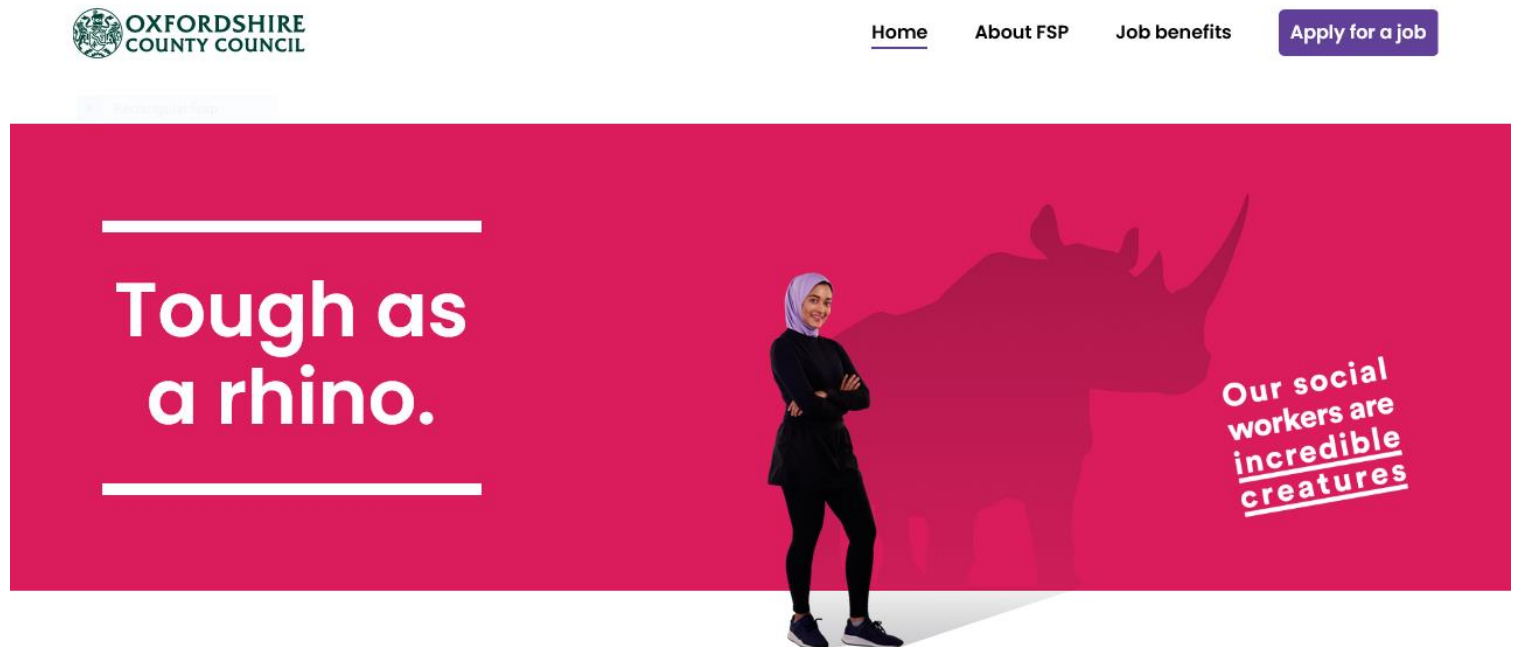
Each service has a manager and 10 fte workers embedded in Children's Services

# Recruiting to the New Teams/Posts

Part of the FSP Model Requires us to recruit new Social Workers to ensure Social Work Caseloads are manageable

There has been a successful campaign that has helped us to staff the new model (in the context of a very difficult recruitment environment)

The FSP model has proved to be attractive to social workers which over time should help us to reduce our use of expensive agency staff





# Core Skill Set



Over 250  
frontline staff  
and managers  
trained in  
Motivational  
Interviewing:  
new tools to harness  
families' strengths



**Organisational Culture Change Programme** – Developed, designed and delivered by our own managers to all staff in scope of the Family Solutions Plus changes



# Reducing Bureaucracy

## Reducing changes of social worker

- From the end of October we will cease to have assessment teams who work with families briefly before handing over to other teams
- This will mean fewer changes of social worker and need for children and families to re-tell their story on multiple occasions
- It will mean delivering interventions earlier

## Implementing new recording system

- Over the last weekend of October we installed a new module to our Liquid Logic case recording system
- This is a family work book which is designed to make recording more efficient and effective
- Over time it will help social workers to spend more time with families and less time recording



# Tracking Impact

- FSP is a *spend to save* project
- By meeting families' needs better we plan to save on statutory interventions, especially on under 12s care costs (5% reduction in care, child protection and children in need, year on year)
- It's success will be measured over the next 12-24 months
- We have developed a performance management system to track our progress in realising the planned benefits
- Herts and the four 'wave 2' LAs have all reduced spend in children's services and avoided costs for adult services ie police and adult MH
- DfE published research Nov '20 confirms FSM as having statistically significant outcomes
- We are in partnership with Oxford University and the National Institute for Health Research on an evaluation





# Cherwell Pilot (the plus in our model)



- As part of the FSP project we piloted closer working between children's services and CDC
- The pilot has delivered joined up support to families who were homeless (or at risk of homelessness)
- It has been effective for some families helping to reduce homelessness
- Early findings will be available shortly
- Over time we want to deploy the learning from this pilot to work more effectively with all of our district councils





# Challenging Context

The screenshot shows the BBC News website. The main headline is "Covid-19: English lockdown may last beyond 2 Dec, says Gove". Below the headline, it says "1 hour ago" and "Coronavirus pandemic". There is a video player showing Michael Gove speaking. Below the video, there is a caption: "Michael Gove says it is his 'fervent hope' that England's new lockdown will end on 2 December - but that ministers will be 'guided by the facts'." Below the caption, there is a quote: "'We do need to get the R rate below 1,' the Cabinet Office minister told the BBC's Andrew Marr Show."

Our move to the FSP model is happening at a very challenging time

Children's Services have experienced a major surge in demand after the first lockdown

There continues to be much uncertainty on the health, economic and social impact of the pandemic over the coming months

It is difficult to forecast the impact of the model as many of the baseline assumptions about demand and other factors are changing rapidly



# Developing the Family Solutions Plus Culture:

Being preventative by meeting high levels of need earlier



- To deliver the intended benefits FSP needs to change our culture
- Motivational skills across the directorate
- Our structures and strategy have now been aligned to support this aim
- There continues to be much work needed to support and embed this new approach



# In Summary

## Current Position

Key Elements of FSP	
Multi-disciplinary teams	✓
Core FSP Skills	✓
Tools to reduce bureaucracy	✓
Impact tracking	✓

## Next Steps

- Project continues to be active until end of December
- Work to measure progress against planned benefit realisation
- Work to embed FSP culture across children's services