

# IMPROVING CHILDREN'S SERVICES DECISION MAKING WITH FAMILY CONTEXT

DISCOVERY PROJECT – MID-POINT FINDINGS  
OVERVIEW AND SERVICES MAPS

**DRAFT FOR COMMENT**

26 OCTOBER 2018



# STOCKPORT HAS A STRONG CSC DEPT, INTEGRATION OF FAMILY SERVICES AND FOCUS ON DIGITAL TRANSFORMATION

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## OVERVIEW

Stockport is a Metropolitan Borough of Greater Manchester with a population of 290,050. Stockport has a higher proportion of children and older people relative to regional and national averages.

## SMBC

Ofsted rated "good"  
Partner in practice

## FIGURES per 10,000 (LAIT tool, 2017)

No. of CIN children – 295.5  
No. of CLA children – 53  
No. of CPP children – 38.3



## The Stockport approach

### Stockport Family

The Stockport Family model has organised children's services into 3 separate locality-based teams. These localities bring together practitioners and managers with the Integrated Children's Service (ICS). It comprises of core services for children, young people and families in the local authority in a multidisciplinary setting. Each locality has a Locality Leader, whose role is to promote and monitor effective integrated working.

### "Restorative approaches"

The Stockport Family model is grounded in restorative approaches to social work practice. Restorative practice draws upon the principles of restorative justice, focused on taking actions 'with' people, rather than doing things 'to' or 'for' them, to effect changes in behaviour.

### Design by doing approach

Implementation of the Stockport Family model has been underpinned by an approach of design-by-doing, which draws from the principles of agile working and has been utilised as a flexible and adaptive way of trialling new ways of working. Some of these have been small-scale alterations (e.g. adjustments to the frequency of allocation panel meetings), while other changes have been more substantial, such as the ongoing iteration and development of approaches to triage within Stockport's MASSH.



# LEEDS IS A FAR LARGER COUNCIL, BUT ALSO HAS STRONG AND INNOVATIVE CSC DEPT. UNDERPINNED BY DIGITAL INNOVATION

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## OVERVIEW

Situated in West Yorkshire, with a diverse population of 781,700, Leeds one of the largest and fastest growing, cities in the UK.

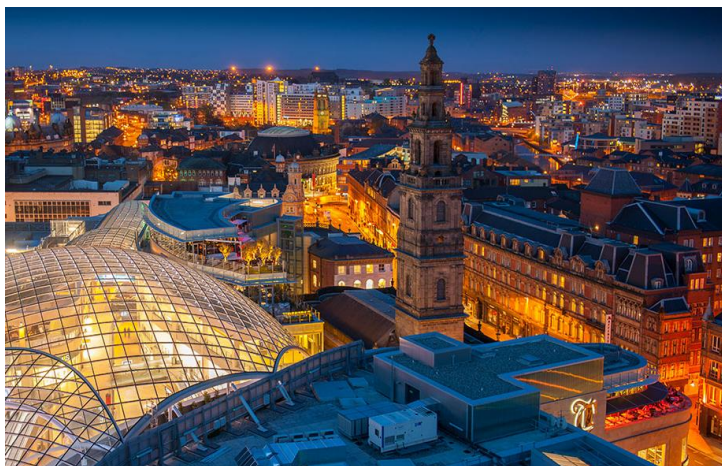
**Leeds City Council:**  
CSC Ofsted rated "good"  
Partner in practice

## FIGURES per 10,000 (LAIT tool, 2017)

No. of CIN children – 369.1

No. of CLA children – 76

No. of CPP children – 31.2



## The Leeds approach

### Cluster working

Given the size of the city, Leeds has organised its Children's Services across twenty-five local clusters. These Clusters bring together managers from a range of universal, targeted and specialist children's services in each local area, including schools, children's centres, police, social work, the third sector, elected members and some relevant services for adults, such as housing. Each cluster has a Targeted Services Leader (TSL), whose role is to promote and monitor effective integrated working.

### “Think Family, Work Family”

Leeds has been working hard to improve joined up working for children, young people and families over recent years. Leeds “Think Family, Work Family” means recognising and responding to the needs of all family members in a holistic approach, by communicating with other practitioners working with the family and coordinating your efforts for the best outcomes.

### Family Group Conferences (FGC's)

Leeds has pioneered Family Group Conferences (FGC's), which are voluntary decision making meetings to help families find their own solutions to problems. “The wide use of Family Group Conferences has led to an increase in children who are placed within their extended family, including the use of kinship carers, supervision orders and special guardianship orders.” (2015 Ofsted report).



# THERE ARE A RANGE OF SERVICES AND AGENCIES THAT SUPPORT CHILDREN AND FAMILIES IN LEEDS & STOCKPORT

	<b><u>Service type</u></b>	<b><u>Description</u></b>	<b><u>Agencies in Leeds</u></b>	<b><u>Agencies in Stockport</u></b>
<b>Increasing level of need</b> ↓	Universal	<ul style="list-style-type: none"><li>• Available to all children / families</li><li>• Some are compulsory (e.g. schools, health visitors), some are targeted at higher needs but still open-to-all (e.g. Youth Services)</li></ul>	<ul style="list-style-type: none"><li>• Schools</li><li>• Universal Children's Centre services</li><li>• Youth Services (usually community centre funded)</li><li>• Health Visitor Team</li></ul>	<ul style="list-style-type: none"><li>• Schools</li><li>• Universal Children's Centre Services</li><li>• Health Visitor Team</li></ul>
	Universal Plus / Targeted Activity	<ul style="list-style-type: none"><li>• Activity focused on individuals with additional need</li><li>• Requires consent</li><li>• Ranges from informal, to enrolled sessions to courses</li></ul>	<ul style="list-style-type: none"><li>• Youth Provision</li><li>• Children's Centre Services</li><li>• Cluster teams</li><li>• School pastoral / family support</li><li>• Targeted Early Years places</li></ul>	<ul style="list-style-type: none"><li>• Early Years</li><li>• Youth Provision</li><li>• Children's Centre Services</li><li>• School Nurses</li><li>• EH Team</li></ul>
	Targeted	<ul style="list-style-type: none"><li>• Non statutory support involving equivalent of assessment, plan, review and a lead practitioner</li><li>• Requires consent</li><li>• Can be both multi and single agency.</li></ul>	<ul style="list-style-type: none"><li>• Children's Centre Services</li><li>• RES teams</li><li>• Cluster teams</li><li>• Family Support teams</li><li>• Targeted Youth Support</li><li>• Area Inclusion Partnerships</li></ul>	<ul style="list-style-type: none"><li>• Targeted Youth Support</li><li>• Family Nurse Partnership (FNP)</li><li>• Education Welfare Team</li><li>• Stockport Family Not in Education or Employment (NEET) Team</li><li>• Stockport Family Careers and Transition Team</li></ul>
	Specialist & Targeted Interventions	<ul style="list-style-type: none"><li>• Referrals may come from both specialist and targeted services</li><li>• Requires consent</li><li>• Source of referral (or who holds the case) determines if case is considered specialist or targeted</li></ul>	<ul style="list-style-type: none"><li>• MST</li><li>• Family Intervention Services / RES Team support</li><li>• Signpost</li><li>• Family Group Conferencing</li></ul>	<ul style="list-style-type: none"><li>• Children Social Care Teams</li><li>• Children with Disabilities Teams</li><li>• MOSAIC (drugs and alcohol service)</li><li>• Family Group Conferencing</li></ul>
	Specialist Statutory Services	<ul style="list-style-type: none"><li>• Services for high need individuals that councils must legally provide</li></ul>	<ul style="list-style-type: none"><li>• Children's Social Care Teams</li><li>• Youth Offending</li><li>• CAHMS</li><li>• SILCs incl SEMH provision</li></ul>	<ul style="list-style-type: none"><li>• Children's Social Care Teams</li><li>• Youth Offending Service</li><li>• Young Carers Service</li><li>• Healthy Young Minds (HYMs)</li></ul>



# LEEDS PROCESS MAP

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At any stage of this journey a CYPF may:

- Be stepped down from / escalated to Social Work
- Exit because their needs have been addressed
- Exit because they are assessed to not require Early Help
- Withdraw consent
- Be referred to Duty & Advice with a safeguarding concern
- Be referred to Families First

Key:

Early Help: Standard Need

Early Help: Higher Need

External referral source

Information captured but no decisions made

