

Leicestershire
County
Council
Children and
Family
Wellbeing
Service
Operating
Model

2022-24

Overview of Children and Families Wellbeing Service

Leicestershire County Council's Children and Family Wellbeing Service was established in April 2019 following the integration of four services:

Children's Centre Programme

Information, Support and Assessment Service

Supporting Leicestershire Families (Troubled Families programme)

Youth Offending Service

The Service

The Children and Family Wellbeing Service has two distinct but integrated parts:

1. Family Support
2. Youth and Justice (including the Youth Offending Team)

The Service is delivered on a locality basis with integrated, multi-disciplinary teams based in local communities, supported by a centrally based infrastructure. Centrally based teams include Triage, who work alongside First Response Children's Duty to ensure that families requiring support receive the most appropriate and timely response; quality assurance, performance and voice team who undertake and coordinate quality assurance activities including audit, mystery shopping, voice work, etc; a workforce development officer and advanced practitioner developing our workforce development approach and plan. A centrally based Volunteer Coordinator supports a team of locality-based Volunteer Development Officers, recruiting and supporting volunteers who play an integral role in the service.

Leicestershire Children and Family Services have an integrated 'front door' ensuring that all requests for support are responded to appropriately according to the level of need and risk identified. First Response Children's Duty (FRCD) and CFWS Triage are co-located both at County Hall and in the Vulnerability Hub at Wigston Police Station. Threshold discussions take place contemporaneously and work is moved between teams as needed and with the consent of families. Our front door Domestic Abuse team is jointly staffed by social care and CFWS and largely based at the Police Station ensuring that opportunities for early intervention in domestic abuse and parental conflict situations are identified and support offered. A newly expanded team includes Operation Encompass support to schools, Support Workers for adults who cause harm in the home, and support and intervention workers who can undertake immediate home visits following standard risk PPNs to identify opportunities for early intervention.

All requests for support are made using the multi-agency referral form, or for families, the request for service form. Within CFWS triage team there is a team of information and support coordinators who provide telephone advice and support to families as well as undertaking coordination of services, onward referral and supporting information sharing. In addition, there is a team of 'Early Responders' who are able to quickly go out and see families – where needs are straightforward and can be dealt with quickly families receive immediate support in up to 4 sessions. The Early Responders are also able to meet families where the needs are not clear to ensure we make the most appropriate response and allocation of resources. Where it becomes clear that case work is required, the Early Responders can take some immediate support steps to contain the situation until a case worker can be allocated in the locality.

The Children and Family Wellbeing Service makes use of the Mosaic case recording system in line with social care. This ensures the timely sharing of information between services. All work for CFWS is entered onto Mosaic, however case recording for youth justice prevention work and statutory work is then entered onto Careworks. (To be updated to Core Plus from January 2023)

Family and Youth workers jointly deliver a range of group work programmes to both children and parents/carers. This work is initially entered on Mosaic with attendance and group outcomes recorded in bespoke spreadsheets (to be transferred to recording on Synergy from April 2023)

Family Support

Within family support the focus of work includes:

- Focus on 1001 Critical Days – birth to two – to ensure the best start in life for targeted families; focus on Two to School – to support families with school readiness
- Parenting and behaviour support – supporting parents to be confident in their parenting and raise resilient children with good problem-solving skills
- A graded family support response, starting with workshops and groups, one to one ‘standard’ support, and intensive ‘enhanced’ support for families with more complex and complicated needs. This includes 1-1 support to families as part of a Child in Need plan.
- Assessment and support for families of disabled children requiring a short break, who do not meet social work thresholds.
- The Local Authority SENDIAS Service is based within CFWS. This service provides independent advice and support to families and young people experiencing difficulties with education. This service takes referrals directly from families.

Supporting families with children 0-5

The service seeks to deliver a targeted service to improve outcomes for young children and families, with a focus on the most disadvantaged families to reduce inequalities in child development and school readiness. The programme aims to improve

- child and family health and life chances
- parenting skills
- parenting aspirations and emotional health and wellbeing.

Planning for the programme is based on the latest research and evidence base for services, to ensure high quality outcomes are achieved, and is carried out in partnership with key agencies and services such as health and early learning and childcare. The model focuses on fostering emotional well-being and facilitating secure relationships with care givers that will support children’s learning and emotional resilience and contribute to reductions in maltreatment.

The model is underpinned by delivery of the Health Visitor led Healthy Child Programme which delivers good universal services and identifies early, children and vulnerable families who are at risk of experiencing poorer outcomes. This is supplemented by notifications from midwifery who share information about prospective parents and their vulnerabilities. Service outreach workers will support these families into our 0-2 pathway ensuring the right children and families

receive the right support at the right time.¹ Use of the Solihull Approach throughout the programme and pathway focuses on the parent/child relationship and aims to support parents in building positive and responsive relationships with their children.

Standard family support 0-19

Families who need help can access a range of services which include:

- Thematic workshops
- Group work programmes including Solihull Approach Parenting, Triple P parenting groups and workshops targeted at parents of disabled children, parents of primary aged children, and parents of teenagers, parents who are separating or divorcing. Group work is generally co-delivered between youth and family workers.
- SEND short breaks assessment
- Following an early help assessment, one to one programmes of support covering issues such as household routines, behaviour management, coordination of services including health, housing, employment. This standard family support is provided for up to 12-16 weeks.

Enhanced family support 0-19

Keyworkers provide a model of intensive family support, based on a lead practitioner role taking responsibility for the coordination of services around the family and providing high levels of support and challenge to enable families to make long term, sustainable changes. Enhanced support is an intensive offer which can be delivered in family homes, communities, and schools, and may be in place for up to 12 months. Keyworkers work alongside families to understand their needs through early help assessment and plan together with the family and other partner agencies to achieve good outcomes. Sometimes this work can be delivered as part of a Child in Need Plan where an allocated social worker directs the work of the Keyworker.

¹ Working Together to Safeguard Children A guide to inter-agency working to safeguard and promote the welfare of children 2018

Youth and Justice

Youth Work

Youth workers work on a one-to-one basis with a child where there are significant concerns around social and emotional wellbeing, risky behaviour and those on the cusp of offending, where universal services are unable to solely meet the needs of the child or young person. Like the family offer, two levels of service are provided to children and young people requiring help:

Standard youth offer: time limited one-to-one support for young people which is typically for 12 sessions and may be complemented with group work

Enhanced youth offer for young people who have more complicated needs and are likely to need support for longer, for up to six months. This may also be complemented with other interventions such as groupwork.

Youth Justice Prevention

Youth Workers – Crime Prevention, will work with children who are on the cusp of offending or have entered the Criminal Justice System through and Out of Court Disposal or a Community sentence, where appropriate.

Youth Justice

YOS Officers work on a one-to-one basis with children who have received an Out of Court Disposal, a Community or Custodial Sentence and some high-risk prevention children through the locality focused structure. The team includes prevention, pre-Court and post-Court Workers, qualified Youth Offending staff, Probation Officers, Police Officers and several specialist staff (CAMHS, accommodation, Prospects, substance misuse, housing and education workers). The Bail Support Service and Integrated Resettlement and Intensive Support Project are also located in the locality operational teams.

Youth Justice also includes other initiatives such as:

- IMPACT Project, which is a team focused on street-based work in Anti-Social Behaviour hot spot areas
- Restorative Justice Project which has several Reparation Workers and a Victim Worker
- Health Pathfinder Project for early intervention
- Community engagement and ASB work.
- Practice and Performance Officer

Group Work

A core group work programme for children has been developed and includes:

Feeling Safe – a group for age 8+ who have experienced/witnessed domestic abuse

Bounce Back – a group to promote emotional health and wellbeing

Knowing the Risk – a group for children age 8+ who are involved in risk taking activities/negative peer associations

SEND Group – a youth group for young people with special educational needs and disabilities

Young Carers Group – a group for children and young people who have caring responsibilities for family members

Group Work is delivered by youth justice staff and family staff working together. The core offer is continually being reviewed to ensure that this meets the needs of Leicestershire children.

Social Work and CFWS

Monthly peer discussions sessions take place within the localities involving managers from social care, disabled children's service and CFWS. These meetings follow a set agenda to consider individual cases as well as to develop locality working, shared practice, etc. At the meeting social care may present a case which would benefit from CFWS support following a child protection plan and CFWS staff can use these meetings to explore cases which appear to be making little progress or where concerns are mounting. All step-up requests are sent via FRCD to the appropriate team, and all step-down requests are fielded through CFWS triage to ensure all appropriate resources are considered.

1. Management of Early Help Services

Children and Family Wellbeing Service is within the Children's Social Care and Targeted Early Help section of Children and Family Services. A Head of Service for First Response, CFWS and the Vulnerability Hub has oversight of the service.

2. Staffing Overview

CFWS has three **service managers**:

Service Manager Youth and Justice – countywide, responsible for statutory and preventative youth services including youth offending.

Service Manager (Family) East – covering Charnwood, Melton and Harborough. Responsible for Triage, SEND, Supporting Families, Family Hubs, Reducing Parental Conflict

Service Manager (Family) West – covering North West Leicestershire, Hinckley, Blaby, Oadby & Wigston. Responsible for Workforce Development, Volunteering, Quality Assurance, Performance and Voice and service/CIN development.

Youth and Justice structure

The Service has a full-time **Team and Partnership Manager -Youth** and a **YOT Manager** in both East and West elements of the CFWS. The Youth Managers focus on the development of youth work across the service and the YOT managers on the statutory YOT work. All Managers work with Locality Team and Partnership Manager to support the locality focus of the CFWS.

All Managers above have line management responsibility for a mixture of Team Leaders and Practitioners, including **Qualified YOT Officers, Senior Youth Workers** and **Education Co-Ordinators**.

Teams within Youth and Justice are embedded in the locality model with a number of specialist workers supporting countywide such as **Accommodation Officer, Victim Worker, Anti-Social Behaviour Reduction Officer** etc.

Family structure

Each of the five localities (Charnwood, Melton & Harborough, North West Leicestershire, Hinckley and Blaby, Oadby, Wigston) is managed by a full time **Team and Partnership Manager**. They have operational lead for the locality and this includes developing local partnership working.

Team and Partnership Managers are responsible for managing **Team Leaders**. The Team Leaders have line management and supervision responsibility for practitioners, typically responsible for between eight and ten practitioners.

Each locality team comprises **Keyworkers, Family Wellbeing Workers, SEND Family Support Workers, Volunteer Development Workers, Centre Support Assistants**. Two

Facilities Officers, one for East and one for West are responsible for the day to day management of the 21 CFWS buildings around the county.

The centrally based Triage team has 2 **Team and Partnership Managers** and three **Team Leaders**. They are responsible for collaborative working with FRCD and developing partnership relationships with key agencies on a county wide basis. Their work is supported by a team of **Early Responders, Information and Support Coordinators**, and **Process Support Assistants**. Within the front door Domestic Abuse Team there are additionally 2 Operation Encompass workers, Support and Intervention Workers, and Engagement Workers who work with adults who cause harm. The county wide **SENDIASS Officer** team is also centrally based and managed through Triage Team and Partnership Managers.

3. Governance

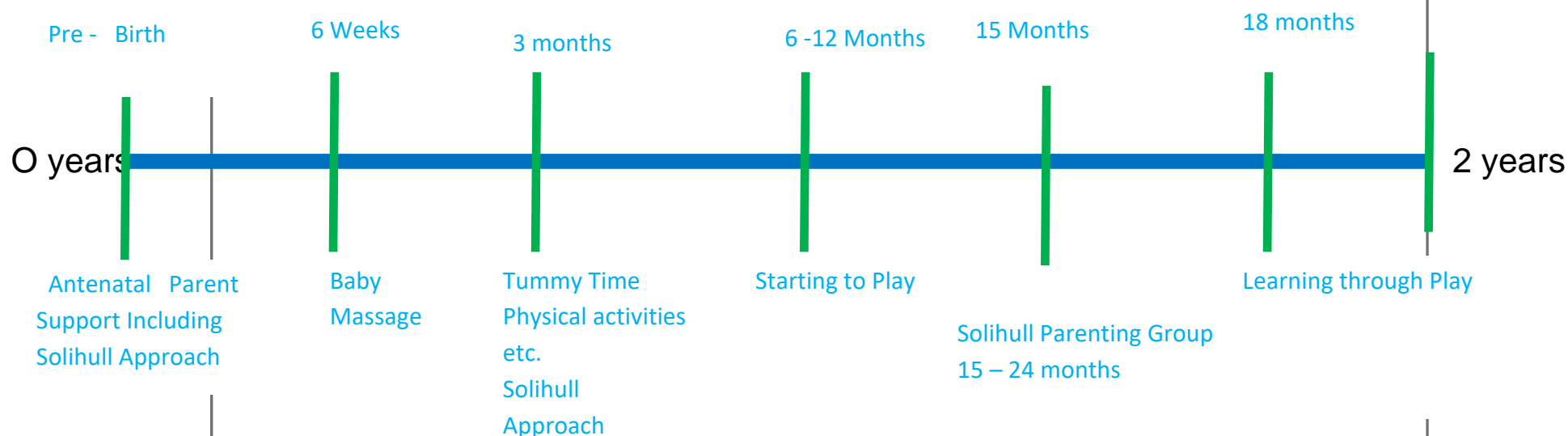
Partnership and governance arrangements for CFWS are managed through a number of multi-agency boards. At a strategic level these include the:

- Local Safeguarding Children Board
- Health & Wellbeing Board
- Children & Family Partnership
- Early Help Partnership
- Leicestershire Education Excellence Partnership.

These are supported in the delivery of services by a range of multi-agency forums working across Leicestershire. These include

- Secondary Schools' Behaviour Partnerships.
- Borough/District based groups such as Community Safety Partnerships, Joint Action Group, Think Family partnerships, etc.
- Family Hubs Steering Group
- Reducing Parental Conflict (Relationships Matter) Core Development Group

Youth Justice is overseen by a multi-agency Management Board. The Management Board meets four times a year and is chaired by the Director of Children's Services. There is high level partnership representation on the Board from Leicestershire County Council, Rutland County Council, East Leicestershire and Rutland CCG, West Leicestershire CCG, Leicestershire Partnership Trust, the National Probation Service, Office of the Police and Police Crime Commissioner, Courts, Housing and the voluntary sector. There are good working relationships with all partners that ensure effective, integrated strategic planning, and delivery of youth justice services. This is a statutory function and ensures compliance with the Youth Justice Board.



Principle

Vulnerable parents will be identified antenatally through universal midwifery and Health Visitor provision. Vulnerabilities will be highlighted on the Notification of Prospective Parent (NOPP) form and parents will be supported to access the Antenatal Programme. This cohort of parents will be on a 2-year journey of both in house delivery and supported to access services delivered by key partners such as family learning, weaning groups and physical activity. At points along the two-year pathway other parents may be identified with specific needs and will be able to access services for a brief intervention or prolonged interventions in collaboration with other services.

A 'Two to School' pathway is under development to identify those children who are more likely to have a difficult transition into school / who are more likely to have developmental support needs, i.e. pre-term babies. This is in collaboration with Early Learning and Childcare Service and Health.

