

**Leicestershire
County
Council
Children and
Family
Wellbeing
Service
Operating
Model**

2019-20

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

This document represents an interim position as the work of the 4 services becomes fully integrated. As such it is subject to change and review which will be scheduled for February 2020. Service guidance has been updated in response to the changes however further developments in systems and process will necessitate regular review.

The Service

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

- 1. Family Support**
- 2. Youth Justice**

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.

All requests for support are made using the multi-agency referral form, or for families, the request for service form. In either case, the request is made via First Response Children's Duty to ensure social work oversight takes place. This is managed between FRCD and the CFWS Triage team. These two teams work closely together, with threshold discussions taking place at a two-weekly meeting as well as the daily interactions between managers. The CFWS triage team employs several 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. They are joined 3 days per week by NHS colleagues, Care Navigators to ensure families are receiving the best response to their needs from the most appropriate lead professional.

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.

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.

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.
- Support for children with emotional health and wellbeing difficulties through the national CYP IAPT programme – trained psychological wellbeing practitioners delivering CBT based approaches to improve outcomes around low mood and depression, social anxiety, generalised anxiety, school anxiety, phobias, etc.
- 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 in order 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 full 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. See Appendix I for overview of the 0-2 Pathway.

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. From December 2019 the offer will be broadened to include Triple P parenting groups and workshops targeted at parents of disabled children, parents of primary aged children, and parents of teenagers. The workshops are being further developed with partners to include workshops for parents on issues such as tenancy management, debt and financial management, healthy lifestyles, etc. Wherever possible this partnership approach will be extended to schools. Group work is generally co-delivered between youth and family workers.
- SEND short breaks assessment
- 8-12-week CBT based support for children 8-19 with low to medium level mental health difficulties
- Following an early help assessment, one to one programmes of support covering issues such as household routines, behaviour management, coordination of services. This standard family support is provided for up to 12 weeks.

Enhanced family support 0-19

In 2013 Leicestershire set up a program known as Supporting Leicestershire Families in response to the national Troubled Families program. The service attracted pooled partnership funding to establish a large team of family workers to provide intensive family support to some of the more complex and complicated families requiring an early help service.

This work continues as part of the new integrated service. 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.

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

Youth Justice

Youth workers work on a one to one basis with a child or young person 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.

Group Work

A 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.

Youth Justice also includes the statutory functions of managing and supervising statutory criminal justice outcomes 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

Social Work and CFWS

Monthly peer supervisions sessions take place within the localities involving managers from social care 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

Please see structure chart in Appendix II

2. Staffing Overview

CFWS employs three **service managers**:

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

Service Manager (Family) East – covering Charnwood, Melton and Harborough. Responsible for Triage.

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

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 twelve practitioners.

Each locality team comprises **Keyworkers, Family Wellbeing Workers, Psychological 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. Youth Justice staff are co-located with family colleagues, see below.

The centrally based Triage team comprises 2.8 **Team and Partnership Managers**. 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 **Information and Support Coordinators**, and **Process Support Assistants**. The county wide **SENDIASS Officer** team is also centrally based and managed through Triage Team and Partnership Managers

Youth Justice structure

3. Governance

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

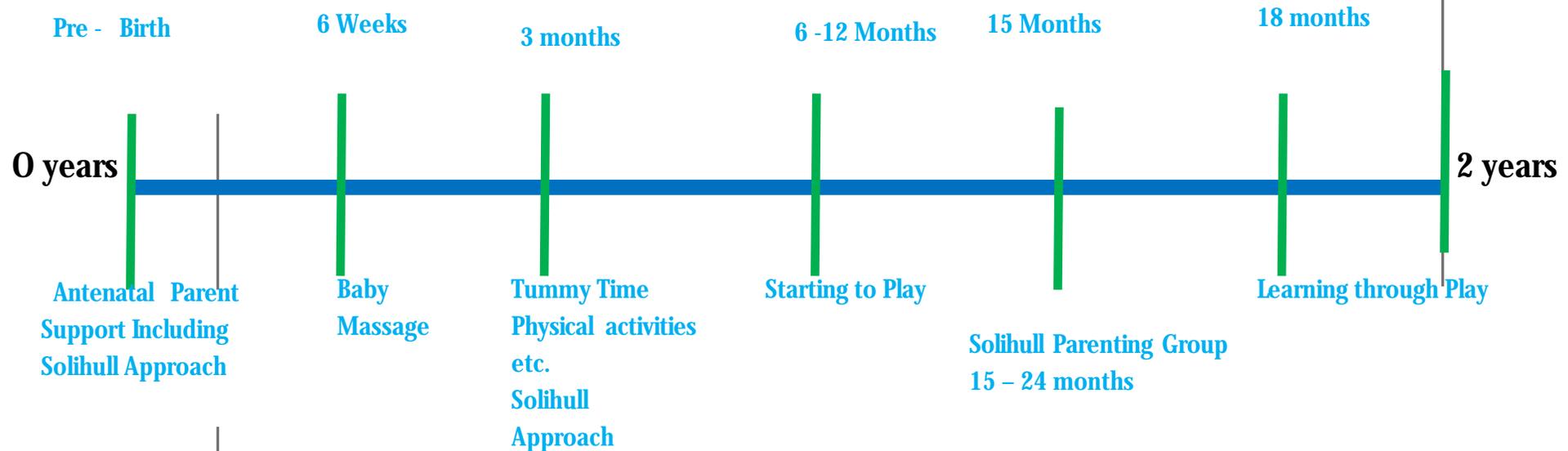
- **Local Safeguarding Children Board**
- **Health & Wellbeing Board**
- **Children & Family Partnership**
- **Leicestershire Education Excellence Partnership.**

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

- **Early Help Partnership Group**
- **Secondary Schools' Behaviour Partnerships.**
- **Borough/District based groups such as Joint Action Group, Think Family partnerships, etc.**

These groups have similar roles and functions in the co-ordination of services to address the needs for specific groups of vulnerable young people such as those with health needs, those vulnerable learners facing exclusions.

Youth Justice is overseen by a multi-agency Management Board. The Management Board meets four times a year and is chaired by the Chief Executive of Leicestershire County Council. 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.



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.

Appendix II Structure Chart



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