

DECISION-MAKER:	CHILDREN AND FAMILIES SCRUTINY PANEL
SUBJECT:	FAMILY SAFEGUARDING MODEL
DATE OF DECISION:	18 JULY 2024
REPORT OF:	ROBERT HENDERSON, EXECUTIVE DIRECTOR, CHILDREN AND LEARNING

<u>CONTACT DETAILS</u>			
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STATEMENT OF CONFIDENTIALITY

None

BRIEF SUMMARY

Family Safeguarding (FS) is a whole family approach to working with children and families that supports parents to create sustained change for themselves and for their family. The Centre for Family Safeguarding Practice based at Hertfordshire County Council are the creators of the model and support local authorities to implement and embed the model within social care.

An introduction to the Family Safeguarding Model is attached as Appendix 1. The Children & Learning Service have been implementing FS since September 2023 alongside support from the Centre for Family Safeguarding Practice.

RECOMMENDATIONS:

	(i)	That the Panel note the principles and components of the Family Safeguarding Model.
	(ii)	That the Panel commit to reviewing and challenging progress implementing the Family Safeguarding Model in Southampton.

REASONS FOR REPORT RECOMMENDATIONS

1.	To enable the Panel to scrutinise the implementation of the Family Safeguarding Model in Southampton.
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ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

2.	To not scrutinise the Family Safeguarding Model. This was rejected due to the importance of the programme to outcomes for children and families in Southampton.
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DETAIL (Including consultation carried out)

3.	The Family Safeguarding Model (FSM) consists of the following five key components:
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	<ul style="list-style-type: none"> • Multi-disciplinary teams: Provide support to the whole family to address their needs including specialist domestic abuse, mental health, and substance misuse support. • Motivational Interviewing: A strengths-based framework to harness motivation to change, ensuring the same language is used across all professionals working with families. • The FS Workbook: An innovative recording mechanism open to the FS teams allowing shared, multi-agency recording, analysis and decision making. • The FS Programme: Provides a structure to working with the whole family and developing the family's skills. • FS Supervision: Involves all professionals to build a holistic view of needs and share responsibility for decision making.
4.	<p>In order to deliver the five key components of the FSM, seven workstreams have been established. The below list sets out the different workstreams, and this paper sets out progress updates on all areas of implementation:</p> <ul style="list-style-type: none"> • Partnership & Governance: Governance structures, partnership boards, partnership agreements, partnership engagement, FS budget, and funding streams. • HR & Recruitment: Forming FS teams, recruitment and secondments of adult workers, recruitment strategy, and onboarding. • Systems (Care Director): FS workbook implementation, form development, training, acceptance testing, and launch. • Data & Performance: KPI's, data, and performance monitoring and reporting. • Learning & Development: Roll out of Motivational Interviewing Training, Practice & Change workshops, and Tackling & Preventing Domestic Abuse. • Practice: Remit of Practice & Change workshops and embedding practice development. • Communications: FS branding, stakeholder mapping, communication strategy, partnership engagement events, staff engagement events, launch events, press releases, and anniversary celebrations. <p>Family Safeguarding will launch within the Children and Learning Service in the Autumn of 2024.</p>
5.	<p>The information outlined below details the progress that has been made against each FS project workstream since implementation started in September 2023.</p>
	<p>Partnership & Governance</p>
6.	<ul style="list-style-type: none"> • The Children and Learning Service were successful in obtaining a £514,000 grant from the Department for Education (DfE) to support with the implementation of Family Safeguarding. As well as a £500,000 contribution, split across two years, from Public Health to fund the Mental Health specialist roles that will form part of the FS teams. • A SLIP bid to fund the support provided by the Centre for Family Safeguarding Practice was approved by the DfE for both the 2023/24 and 2024/25 financial year. Resulting in funded support for the entirety of the implementation phase of FS.

	<ul style="list-style-type: none"> • Creation of a monthly Family Safeguarding Operational Board to ensure there is a shared, continued, and focused effort to design and deliver the actions, outputs, and outcomes for the FSM project. This Board oversees the planning, progress, risks, issues, and dependencies associated with this project. • Regular reporting to the Building for Brilliance Programme Board is in place. • Engagement has been undertaken with the Southampton Safeguarding Childrens Partnership (SSCP) on their role within FS. Sessions took place on 30/11/2023, 07/03/2024, and 02/05/2024. Regular progress reporting is in place with the SSCP to ensure they are well updated on the implementation, and adoption of the model. • A Partnership Webinar took place on 04/12/2023 for partners to learn more about the model and the impact to them, as well as an opportunity to ask any questions they had. The webinar was led by Robert Henderson, and supported by Angela Clarke, the Deputy Programme Director at The Centre for Family Safeguarding Practice. • A Partnership Pledge has been written with partners across the city, outlining the commitment partners have to supporting the FS model, and working in that way. A singing event will be held for representatives from Hampshire & IOW Constabulary, the Integrated Care System (ICS), Education (SCC), Social Care (SCC), and SSCP.
	<p>HR & Recruitment</p>
<p>7.</p>	<ul style="list-style-type: none"> • Focused engagement has taken place with leads at the Centre for Family Safeguarding Practice to understand the arrangements required for forming the FS teams. • A service redesign has taken place within the Children and Learning Service, including the reshaping of the Safeguarding service, and the creation of the internal Family Safeguarding Service. Five FS teams have been created within the new service, all containing a Service Manager, Team Manager, Assistant Team Manager, Senior Social Worker, Social Workers, Family Practitioners, Team Standards Coordinator, Domestic Abuse Specialists, Mental Health Specialties, and Substance Use Specialists. • Work has been undertaken in order to utilise resources within the Independent Domestic Violence Advisor (IDVA) team to support the FS model. Five FTE roles will move into the Children and Learning Service in June and will form part of the FS teams to support with addressing domestic abuse within Southampton. • Alongside the Domestic Abuse Specialist within the IDVA team, work has been undertaken to second two FTE Outreach Workers from STOP Domestic Abuse to complete the Domestic Abuse Specialist cohort within the FS teams. • Recruitment activity has started with Change Grow Live for the Substance Use Specialist roles. Once these posts have been recruited to, three FTE roles will move into the Children and Learning Service and form part of the FS team. • Work has been undertaken to recruit to Mental Health Specialist roles within Solent to form part of the FS teams. In total there will be four FTE Mental Health Specialist roles embedded into the Children and Learning Service as part of FS. In recent weeks we have identified challenges in

	<p>this aspect of our recruitment; we are working on contingency planning to ensure that we can implement the full model and that families receive the support they need.</p>
	<p>Systems (Care Director)</p>
8.	<ul style="list-style-type: none"> • The Centre for Family Safeguarding Practice provided SCC leads with a briefing in October 2023 setting out what the FS workbook is, and how it is used in practice. • Lessons learned were obtained following a dedicated session with Swindon Council in November 2023 on how their system works within Care Director for them. • Eight Care Director forms have been created and will form the FS workbook for all practitioners to use when working with children and families in Southampton. • The FS Workbook has been built within Care Director and meet the requirements set out by the Centre for Family Safeguarding Practice. • FS Workbook testing is ongoing to ensure the FS workbook is ready for the teams to use. • FS Workbook training is planned for June 2024 to ensure all practitioners understand how to use the new system.
	<p>Data & Performance</p>
9.	<ul style="list-style-type: none"> • Engagement has taken place with the data lead at the Centre for Family Safeguarding Practice to better understand the level of reporting which was adopted as part of the model, both in Hertfordshire itself, and the other LA's that have implemented FS. • Engagement has taken place with key leads across the council, to create a core list of KPI's to monitor as part of FS roll out, and to ensure that data is shared across agencies to form a FS Dashboard. • The KPI's have been drafted and agreed by the FS Operational Board. • KPI's will be monitored by the FS Operational Board following the model going live, and regular reporting on the KPI's will be shared with the SSCP.
	<p>Learning & Development</p>
10.	<ul style="list-style-type: none"> • An MI impact survey was completed at the start of implementation in order to gain a better understanding across the Children & Learning service on the level of MI training the staff had already undertaken, and how they use their knowledge in practice. • A direct award procurement process was agreed by key commissioning leads and the Cost Control panel to ensure that the preferred provider for MI training was agreed. • A contract has been written, and signed by both SCC leads and the MI trainer provider, Alistair Cant & Associates. • The MI training schedule has been approved by both the provider, and the Children and Learning Service. • MI training has taken place with Directorates and Senior Leaders, partners, Service Leads, and Managers. Training for phase 1 is ongoing and will conclude on Wednesday 19th June 2024. Phase 2 training will start on Monday 1st July 2024, and conclude on Thursday 12th September 2024.

	<ul style="list-style-type: none"> • To date, the feedback on the quality of training provided by Alistair Cant & Associates has been extremely positive. • Embedding MI sessions have been organised for all staff members undertaking the MI training. These sessions will take place four to six weeks after the initial training. • The Practice & Change workshop schedule has been approved by both the Centre for Family Safeguarding Practice, and the Children and Learning Service. In total there are up to 15 different topics to be covered as part of the Practice & Change workshops, all of which have/will be delivered via a ‘train the trainer’ approach. • The ‘train the trainer’ cohort has been agreed and the leads have undertaken training delivered by the Centre for Family Safeguarding Practice to ensure they are equipped and prepared to roll out training across the Children and Learning Service. • A FS introduction video was shared with Children and Learning staff, and partners. • Throughout January, February, and March ‘Thresholds, Duties, and Family Rights’ training was delivered to Children and Learning staff. • Thresholds training has been rolled out and continues to be rolled out to partners. • In May, both a ‘Culture Workshop’ and the ‘Being a Manager in FS Teams’ training was delivered. Training will also be rolled out in May to the CP Chairs & IROs in May. • Throughout June, Children and Learning staff will be trained on ‘Assessment & Recording’, ‘FS Supervision’, the ‘FS Workbook’ as well as various Reunification topics.
	<p>Practice</p>
11.	<ul style="list-style-type: none"> • In October 2023 11 leads from Southampton (Children & Learning, Commissioning, Adult Services, and Public Health) attended a visit to Hertfordshire County Council to see the FS model in practice. • In November, the Centre for Family Safeguarding Practice undertook an audit of 40 children's case files and interviewed various members of the Children and Learning Service in order to assess how ready the service were to implement FS. • The final feedback on the audit stated ‘Overall, very solid foundations on which to build further, some great practice, and skilled and committed workforce’. The feedback of the audit helped shape the practice workstream and identified areas to build on. • FS was the focal point for both the Winter Practice Week (w/c 04/12/2023) and the Spring Practice Week (w/c 18/03/2024). Various activities took place during both those weeks to further inform staff members and partners on the model and what it means for them, as well as to gather reflections and thoughts on the implementation. • Work has been undertaken to update the ‘Thresholds’ document, the ‘Practice Framework’, and the ‘Practice Standards’, in order to reflect the change in practice following adoption of the FSM.
	<p>Communications</p>
12.	<ul style="list-style-type: none"> • A communications plan has been written which sets out month by month the engagement that has/will be undertaken to ensure all the relevant leads are aware of the project progress.

	<ul style="list-style-type: none"> To date, multiple Bulletins have been sent to both internal Children and Learning staff, and partners on all aspects of FS throughout the implementation phase. Multiple Cabinet Member Briefings have taken place in order to present progress against the FS implementation. A Members Bulletin has also been circulated. FS branding has been finalised and is being used within FS materials. A FS external webpage has been created for partners to view information about the FSM. The FS intranet page is in development. FS resources, materials, and guidance have been drafted ready for the FS launch. A pre-launch event for FS took place in March at Itchen College. Staff from SCC, partners, and young people gathered to plant an Apple Tree at the college to represent planting the foundations for partnership working across the city. Work is being undertaken to plan the FS launch event in Summer, including the formal signing of the Partnership Pledge.
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RESOURCE IMPLICATIONS

Capital/Revenue

13.	Identified above.
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Property/Other

14.	N/A
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LEGAL IMPLICATIONS

Statutory power to undertake proposals in the report:

15.	The duty to undertake overview and scrutiny is set out in Part 1A Section 9 of the Local Government Act 2000.
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Other Legal Implications:

16.	None
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RISK MANAGEMENT IMPLICATIONS

17.	Identified above.
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POLICY FRAMEWORK IMPLICATIONS

18.	<p>The 2024 updated Corporate Plan includes the following strategic objective:</p> <ul style="list-style-type: none"> Safe and stable home environments <p>Effectively implementing the Family Safeguarding Model will contribute to achieving this objective.</p>
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KEY DECISION?

No

WARDS/COMMUNITIES AFFECTED:

All

SUPPORTING DOCUMENTATION

Appendices

1.	FSM introduction presentation.
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Documents in Members' Rooms

1.	None	
Equality Impact Assessment		
Do the implications/subject of the report require an Equality and Safety Impact Assessment (ESIA) to be carried out?		No
Data Protection Impact Assessment		
Do the implications/subject of the report require a Data Protection Impact Assessment (DPIA) to be carried out?		No
Other Background Documents		
Other Background documents available for inspection at:		
Title of Background Paper(s)	Relevant Paragraph of the Access to Information Procedure Rules / Schedule 12A allowing document to be Exempt/Confidential (if applicable)	
1.	None	