

Transformation for practice success

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Next Generation Norfolk Children's Services

An exciting time to work in Norfolk

- A major investment in Children's Services
- A new Leadership Team driving new thinking
- An empowered culture – with a chance for everyone to share their ideas and make them a reality
- A focus on practice and practitioners – putting them at the heart of our programme



In Norfolk we are doing things differently.....

In Norfolk we are....

Investing in Services and Transformation

Expanding and investing in our teams

Designing our Transformation around social work practitioners

Thinking about the whole system and how it fits together

Talking positively about what we can achieve with and for children and families

What we see elsewhere....

Disinvestment -scaling back to a 'core minimum service offer'

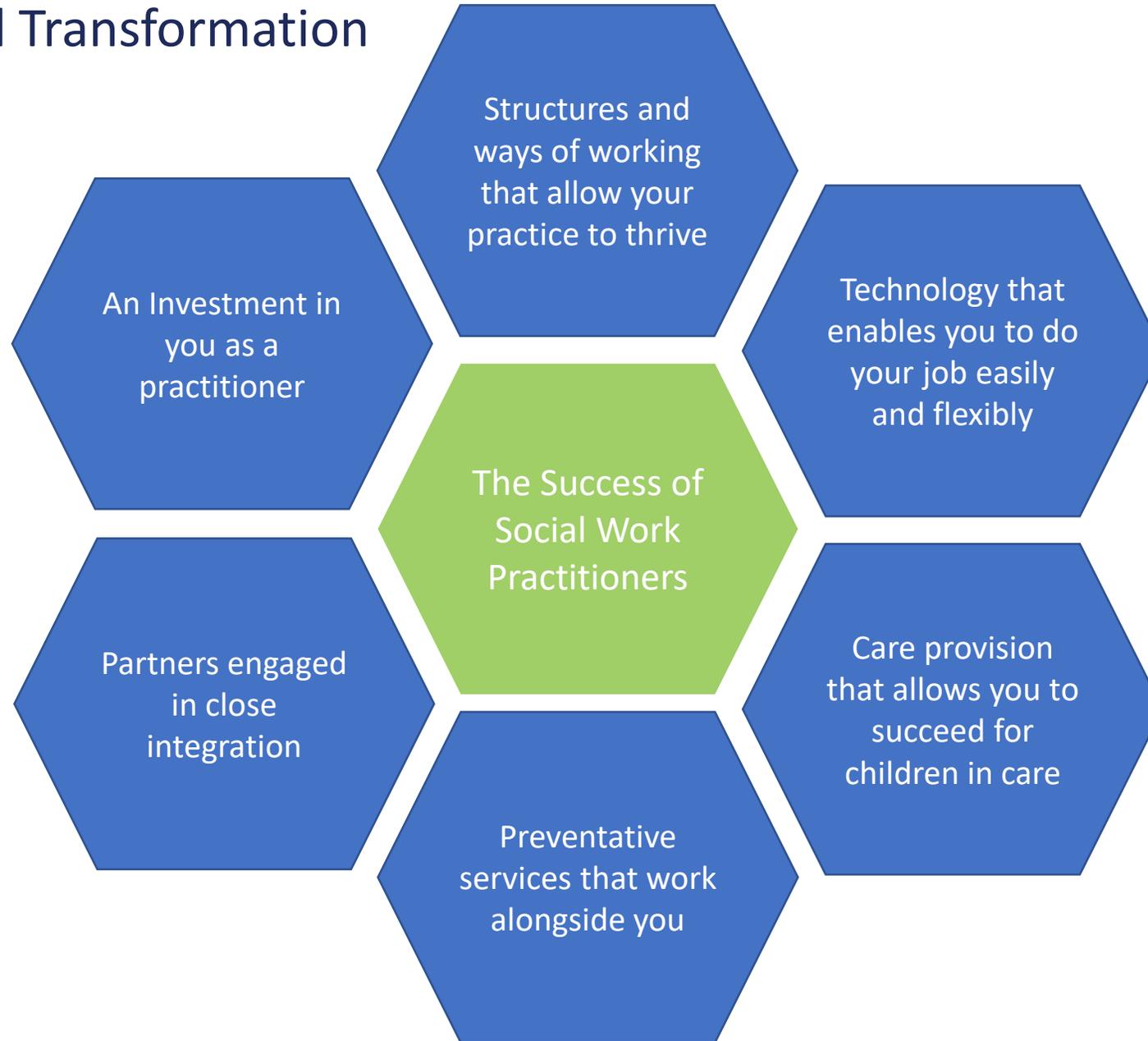
Increasing pressure on teams to cope with more and more demand

Expecting practitioners to respond to constant transformation

Lots of disjointed and reactive projects which cause confusion

Managing decline – thinking about the least worst options

Practice-led Transformation



“What are the conditions for practitioners to succeed?”

Lets start there....”

An investment in you as a practitioner

- The Norfolk Institute for Practice Excellence is recognised as a nationally leading model for the development of a skilled and supported workforce
- We are setting aside a significant proportion of our £12m investment fund to put into the development of our workforce
- Lead member of the national England Innovations Programme – implementing the Signs of Safety Model
- Dedicated Teaching Partnership with our partners in other agencies Continue to build on our development offer through our
- Job families with clear career paths to enable all staff to understand their opportunities and how to reach them
- Develop integrated working with partners to increase professional networks that ensure our children and young people and their families get a joined up approach to help them
- A strength based, coaching approach to supervision and professional discussions

“Social workers who come through the NIPE talk very positively about their experiences and the quality of support and supervision provided

Social workers and managers enjoy working for Norfolk and appreciate the regular supervision and support they receive”
Ofsted Jan 2018

Designing Ways of Working which allow practice to thrive

Front Door Model – with an expert team liaising with partners to ensure teams only get appropriate referrals

The right cases to focus on

Integrated Assessment and Intervention Teams – maintaining relationships with families

As few hand-offs as possible

New panels which encourage workers to come forward for creative problem solving on difficult cases

Support and Resources to unlock difficult cases

Access to a range of professional perspectives

New alternatively qualified roles integrated in teams

Social Workers free to focus on appropriate tasks

Investing in new dedicated business support roles for each team

Close supportive management and teamwork

Smaller teams with shared responsibility for cases and dedicated manager support

Practitioners who are freed and supported to deliver the outcomes for children and families

Our New Front Door Model

- Working with national leader Professor Thorpe to design a best-practice model
- Moving away from passive written referrals to collaborative coaching conversations about how to best work with families and who should be in the team around the child
- Made up of experienced senior social workers – putting our expertise up front to make sure the first response is the right one
- A fully multi-agency model with a major partner presence on site
- Dedicated number for professionals to call straight through to a named social worker

“This Transformation is about ensuring Social Work teams are only asked to respond to appropriate cases – protecting that vital capacity for where it is really needed”

Research by Professor David Thorpe indicates potential for 30% reduction in referrals to Children’s Social Care

Ensure children and families get the right support first time

Our partners are with us on the journey and are changing their ways of working

Preventative Services Working Alongside you

Vulnerable Child Social Impact Bond

- New edge of care intervention to enhance the help and protection to children on the edge of care
- Provision will be the fidelity model Functional Family Therapy – Child Welfare
- Commissioned via Social Impact Bond
- Investor/ provider partnerships between Bridges & Family Psychology Mutual
- Payments to provider linked to delivery of reduced days in care for target cohort

New Intensive Therapy Offer for Families

Co-locate delivery staff with Children's Services team

A provider with a track record of delivery

Social Investment – bringing new resources into our system

Family Finding and Family Group Conferences

Signs of Safety / Family Group Conference Model

- This is a 'one-plan' model that prevents children and families working to a 'service plan' and a 'family owned plan'
- Skilled FGC co-ordinators must sit and work with teams to coach, build relationships and ensure agility when responding to referrals

An empowered, resilient family and community keeps the child or young person safe

Looked after children and young people leaving care are supported to into independence by building and working with their ongoing community of support

Families engage with SofS Family Network Meetings through CiN/CP processes. All plans are family led and supported by multiagency services as required

Families engage with SofS Family Network Meetings through the Family support process. A Universal Offer to all families

Family Group Conferences are provided where an independent expert facilitator is required e.g. due to a break down of relationships/lack of engagement with the worker or due to the complexity of relationships or situation in the family. FGC should always be offered before Care Proceedings are initiated except where this might jeopardise an existing, ongoing positive relationship with the worker.

"Sometimes core social work teams need to call in extra support – and its vital that it is available when required"

Care provision that allows you to succeed for children in care

New Semi-Independent Accommodation



Two year project to develop new high-quality semi-independent care provision - scheduled to finish in March 2020. Units will be staffed 24/7 by independent living support workers. The staff will be given extensive training to cover the additional challenges around behavior and engagement and will be working closely with colleagues from YOT, COMPASS, Housing and leaving care to enable a smoother transition to independence.

SEN Sufficiency



- Proposals for major investment in new SEN provision which will meet needs at lower costs
- 4 new special schools
- Major investment in Specialist Resource Bases

Family Values Project (Fostering Recruitment)



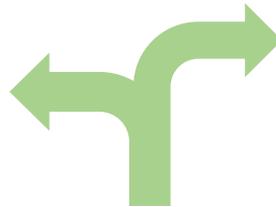
Using an analysis of 'Values Modes' to re-shape our recruitment and support strategy

- 97% of carers would recommend working for NCC
- NCC received half as many enquiries as the national average – but we now have plans to more than double the rate
- At the current conversion rate (9%), doubling enquiries would mean **30 more carers per annum**

Enhanced Fostering (Residential Step Down)



To create an enhanced model of foster care which wraps additional support around children and their carers to allow them to successfully support children with more complex needs and more challenging behaviour. This will be an alternative to residential placements and should allow us to step some children down from existing residential placements



By better capturing and reviewing the needs of looks after children, we can make better decisions on support, placements and commissioning



“Practitioners need a range of care options available if they are to succeed for children”

Valuing Care

The Valuing Care Programme helps improve the life chances of children in care by strengthening the links between children’s needs, the outcomes being pursued and resource available.

Technology that enables you to succeed

Liquid Logic

- Our new case management system has been successfully launched – quicker, more intuitive and providing a much clearer view of the whole child/family

Mobile Working – App-based technology

- The mobile App we are deploying will enable live access to read and update care records on your device when you are out and about
- Has offline ability – with simple upload function once you return to internet range
- Mobile printing and electronic signature – crucial for confirming consent and authorisation with families

Children's Portal

- Allows Children and Families to view documents and complete forms on their record without access to the full record.
 - Foster Carers accessing their records and recording daily logs
 - Care Leavers contributing to their plans

Professional Portal

- Enables sections of forms to be sent to Partner Agencies for completion
 - ePEP completion with schools
 - Family Support Plans with non NCC early help professionals

“Social work has to be one of the most challenging jobs in the world – why can't they expect the technology to make it a little bit easier”

What would you add to our Transformation Programme?

If you come to Norfolk we would want you to be part of shaping our programme

- Is there a project you've heard about that you would like to get involved in?
- Do you have an idea or an area of focus which you would want to add to our plans?
- Are you looking to develop wider skills and experiences as part of your career development?

What are we offering?

- The chance to get involved in project and transformation work alongside your core role
- The chance to make a reality of your ideas for transformation – with a dedicated team supporting you to develop your thinking and build a plan to deliver
- An empowered culture – with the chance to try new things in your team, see if they work and then spread the learning
- An opportunity to shape how we use our investment fund

“Transformation isn’t something which should be done by project managers, analysts or consultants; social workers and other professionals should be at the heart of it”

Partners engaged in exciting new partnerships

Partnerships which work for Practitioners....

Multi-disciplinary teams combining their skills and knowledge

Fully integrated teams – who can work cases together without the need for referrals, forms, panels or senior managers!

Co-location – so you can have the conversations you need quickly and easily

Everyone pulling in the same direction

Dedicated forums to discuss tricky cases, share knowledge and discuss how to deploy resources

.....The Partnerships we've created

- Agreed a fully strategic integration model with the Children's Mental Health Trust
- Multi-Agency child exploitation and Missing Teams
- Our Multi-agency Safeguarding Hub has partners on site – including 80 desks for police officers!
- We co-locate with partners at the vast majority of our operational team locations
- Integrated Healthy Child Programme
- Multi-agency Early Help Hubs

To Recap



“What are the conditions for practitioners to succeed?”

Lets start there....”

Children's Service Leadership team 2018



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