

Safeguarding Overview and Scrutiny Committee

Dorset County Council



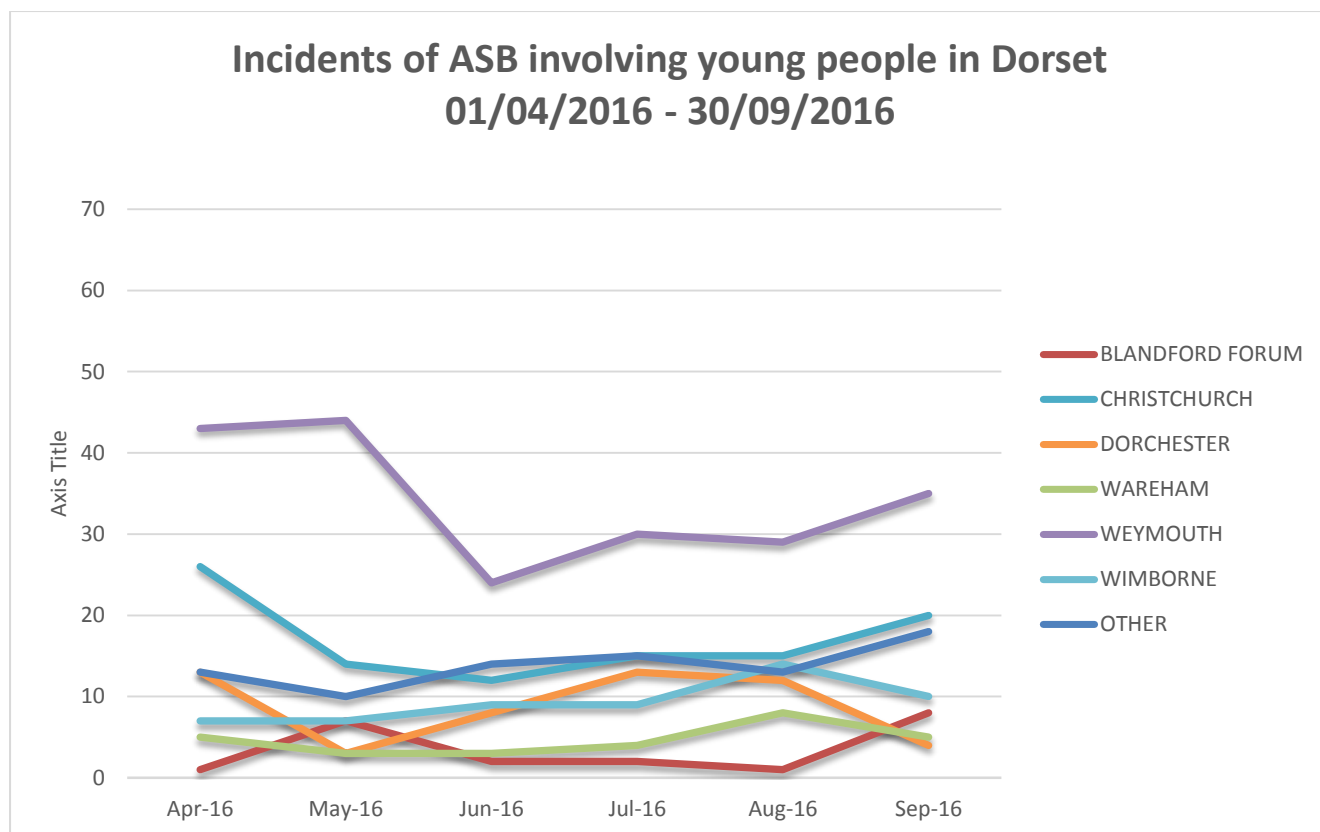
Date of Meeting	19 January 2017
Officer	Director for Children’s Services
Subject of Report	Family Partnership Zones
Executive Summary	<p>In September 2016 a new structure began to operate in Children’s Services. As part of the structure, Family Partnership Zones were established. The seven Family Partnership Zones are geographical areas linked to Dorset school pyramid areas. As the name suggests, each zone takes a multi-agency partnership approach in proactively identifying the need for help and working with vulnerable young people and their families. Each of the zone teams has been established and information has been provided to partners such as schools around the remit of the zones and what the contact arrangements are.</p> <p>Children’s Services and ICT have jointly worked on a business intelligence tool that helps with the early identification of children and young people who may be vulnerable and at risk. The proactive approach will mean that services in the zone are able to take early action to address the issues that are the causes for concern. This tool has been shared with schools who are enthusiastic about how the application can help with attendance and attainment. This will enable each zone can target resources and activity to those children and young people who would most benefit from our services.</p> <p>A programme of engagement within each zone areas is underway.</p> <p>The background papers provided here are intended to provide members of the Cabinet with information about the vision of the zone and the operation of them through the information pack relating to Dorchester.</p>
Impact Assessment:	<p>Equalities Impact Assessment:</p> <p>The restructure was subject to an EqIA.</p>

Family Partnership Zones

<p><i>Please refer to the protocol for writing reports.</i></p>	<p>Use of Evidence:</p> <p>Zone structures and services are based on very detailed information from sources such as the Early Intervention Foundation. Additional reports by Graham Allen and Frank Field have contributed to the rationale for these changes.</p>
	<p>Budget:</p> <p>The new service arrangements are seeking to prevent the need for entry into statutory service provision and as such will have a positive impact on budgets. With demands for our statutory services high this may lead to a lack of financial resource for the preventative aspects of the zones business.</p>
	<p>Risk Assessment:</p> <p>Having considered the risks associated with this decision using the County Council's approved risk management methodology, the level of risk has been identified as:</p> <p>Current Risk: MEDIUM</p> <p>The highest risk is that the arrangements do not create the necessary reduction in demand and the costs to the county council remain high for statutory intervention.</p>
	<p>Health and Wellbeing Assessment: The Family Partnership Zones actively will directly support the prevention at scale agenda as well as early action that creates wellbeing outcomes for children and families. The multi-agency aspects of the delivery model should enable partners to join together to achieve meaningful outcomes for particular communities and cohorts.</p>
<p>Recommendation</p>	<p>Cabinet are asked to comment on the background papers and ask for any clarification</p>
<p>Reason for Recommendation</p>	<p>Background papers are supplied for information</p>
<p>Appendices</p>	<p>None</p>
<p>Background Papers</p>	<ol style="list-style-type: none"> 1. Dorchester Zone Information Page 2. Dorchester Zone Structure 3. Early Action Management Structure 4. Family Partnership Zones Map 5. Prevention and Early Action – Vision and Initial Strategy Document
<p>Officer Contact</p>	<p>Name: Patrick Myers & Tim Wells Tel: 01305 228302 Email: p.myers@dorsetcc.gov.uk/tim.wells@dorsetcc.gov.uk</p>

1. Background

- 1.1 Forward Together for Children is an innovative programme of transformation that is currently shaping services provided by Children's Services.
- 1.2 The programme has a range of work streams that are seeking better outcomes for children and young people whilst achieving the necessary financial savings to enable the council to fulfil its duties within the resources available.
- 1.3 Some changes have already taken place such as the renewed focus of our youth work on targeted support to those who are most vulnerable. This is part of an overall strategy that is seeking to reduce the numbers of children who require statutory interventions by working proactively to prevent needs escalating.
- 1.4 Family Partnership Zones are a vital component in the system that will seek to reduce demand for our statutory services. They are zones where all those who work with and for children, young people and their families can come together to deliver different services and deliver differently from the previous ways of working. Family Partnership Zones are areas where together local providers of services can work with communities to change the outcomes that matter to those communities.
- 1.5 As an example, Family Partnership Zones play a vital part in delivering outcomes that benefit a range of communities and organisations, including for example, anti-social behaviour (ASB). There has been an increase in police reported ASB across Dorset since April this year. For context, there were a total of just over 9000 incidents reported in 2015/16.
- 1.6 Analysis of historical comparisons to establish causal links in relation to changes in anti-social behaviour is difficult and the way that this data is recorded means that it is difficult to understand the type or perpetrator of the incident. Textual analysis to understand the involvement of children and young people in ASB in Dorset's towns has been undertaken and is shown in Fig 1.
- 1.7 There is insufficient information to draw robust conclusions about the reasons for these changes at this stage as the numbers are too small. The targeted youth service has identified a lead youth worker for anti-social behaviour across the county and will work with the partners to ensure that the zone can respond to incidents through group work programmes and detached youth work.



- 1.8 The attached documentation provides the necessary information about the implementation and development of the zones. Further work is underway to scope further the governance arrangements for the zones and the interagency working that will be required.

Family Partnership Zones – Delivering Early Help

Dorchester Zone

Our seven Family Partnership Zones are geographical areas linked to Dorset school pyramid areas. As the name suggests, each zone takes a multi-agency partnership approach in proactively identifying the need for help and working with vulnerable young people and their families.

Within each Zone, Children's Centres, Locality/Family Workers and Targeted Youth Workers have come together under one management structure. However, the a zone's workforce is seen as that of the whole of the partnership agencies (including the DCC staff) where there is a common aim to stop things getting worse when a problem is identified.

The Dorchester Family Partnership Zone Team is based within Dorchester (Monkton Park) and The Dorchester Children's Centre. We serve Dorchester, the surrounding towns, the school pyramid and communities. We recognise the need to be using community knowledge and building relationships with our key partners in a

collaborative way, to ensure we can provide effective Early Help for vulnerable children and their families. Providing the right service, at the right time, for the right families will help achieve the outcome we all want:

That people in Dorset are Safe, Healthy, Independent and Prosperous

Our partnerships will also be working to ensure

Children are ready for School

Children attend their School or Education Setting regularly

Children do well in their Education

Families make good choices

Young People are ready for Adulthood

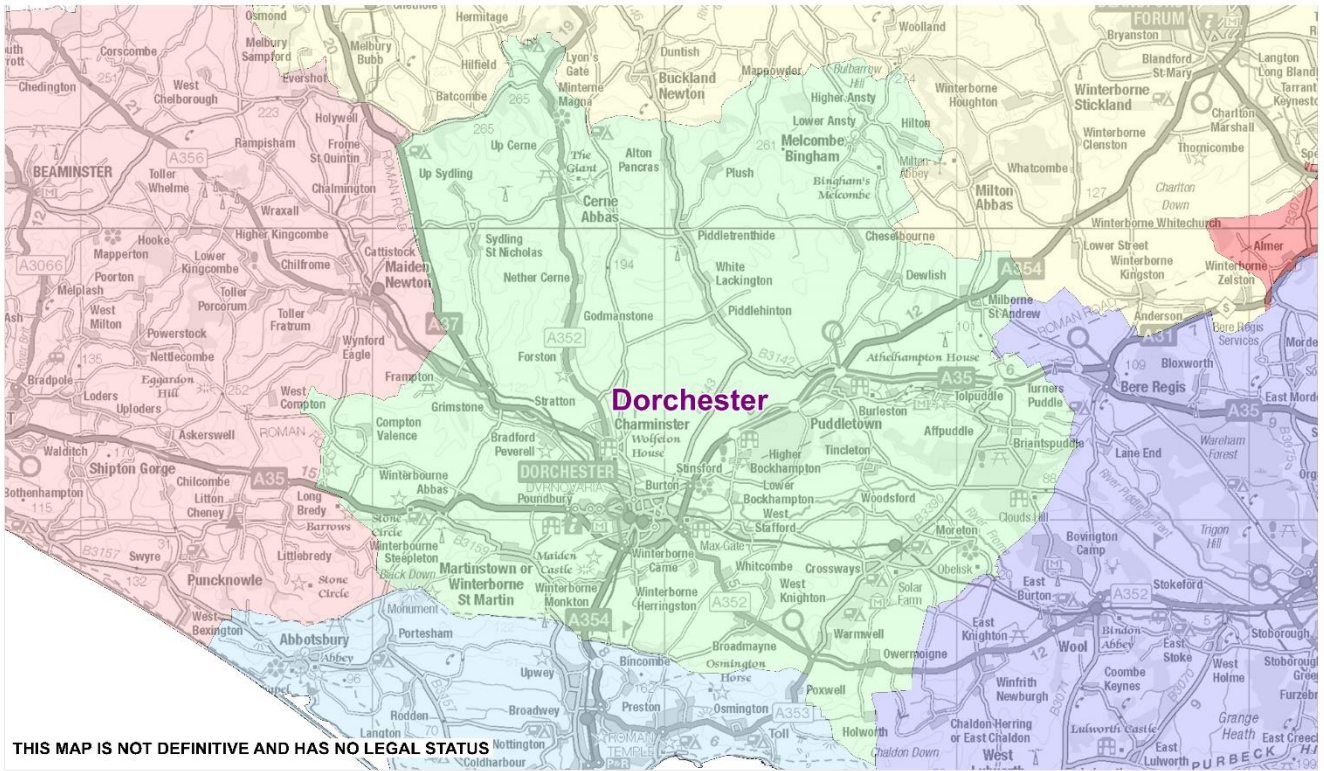
How do we do this?

- By following the Dorset Families Matter principles and the proactive and early identification of difficulties for children and young people that are emerging within their family, school and/or their wider community. We will use predictive measures and data to support this.
- By ensuring there are range of opportunities to work in partnership with schools, health professionals and voluntary and community organisations.
- By using a partnership approach to build resilience in children, young people and their families and helping them to effect sustainable change.
- By using the vision & values of Dorset Families Matter ensure a whole family approach to engaging with and meeting the needs of vulnerable children and other family members.
- By empowering partners to work in ways which provide early solutions to difficulties that prevent escalation and enable sustainable change.
- By using an evidence based approaches to problem solving which includes practical solutions alongside creativity and innovation.

Requests for help can come either via the Single Point of Contact & MASH or direct contact into the Zone from a partner agency of young person, parent or carer. We operate a 'no wrong door' principle to enabling requests for help to be actioned accordingly, be this by signposting, by advice and assistance, by facilitating & enabling a partner agency to take action or by undertaking direct work.

Family Partnership Zone	Contact Details	Location
Dorchester	01305 224026 dorchesterfamilypartnershipzone@dorsetcc.gov.uk	Monkton Park, Winterbourne Monkton, Dorchester DT2 9PS

Family Partnership Zones



THIS MAP IS NOT DEFINITIVE AND HAS NO LEGAL STATUS

<p>Dorchester Family Partnership Zone</p>	<p>Ref: Date: 08/11/2016 Scale: 1:250111 Drawn By: Cent X: 370799 Cent Y: 95333</p>	<p>GEOGRAPHICAL INFORMATION SYSTEMS</p>  <p>Dorset County Council</p> <p><small>© Crown copyright and database rights 2016 Ordnance Survey 100018790. You are permitted to use this data solely to enable you to respond to, or interact with, the organisation that provides you with the data. You are not permitted to copy, sub-license, distribute or sell any of this data to third parties in any form. Aerial Photography © LIDAR Perspectives 2012 © Getmapping 2006, 2008 & 2014</small></p>
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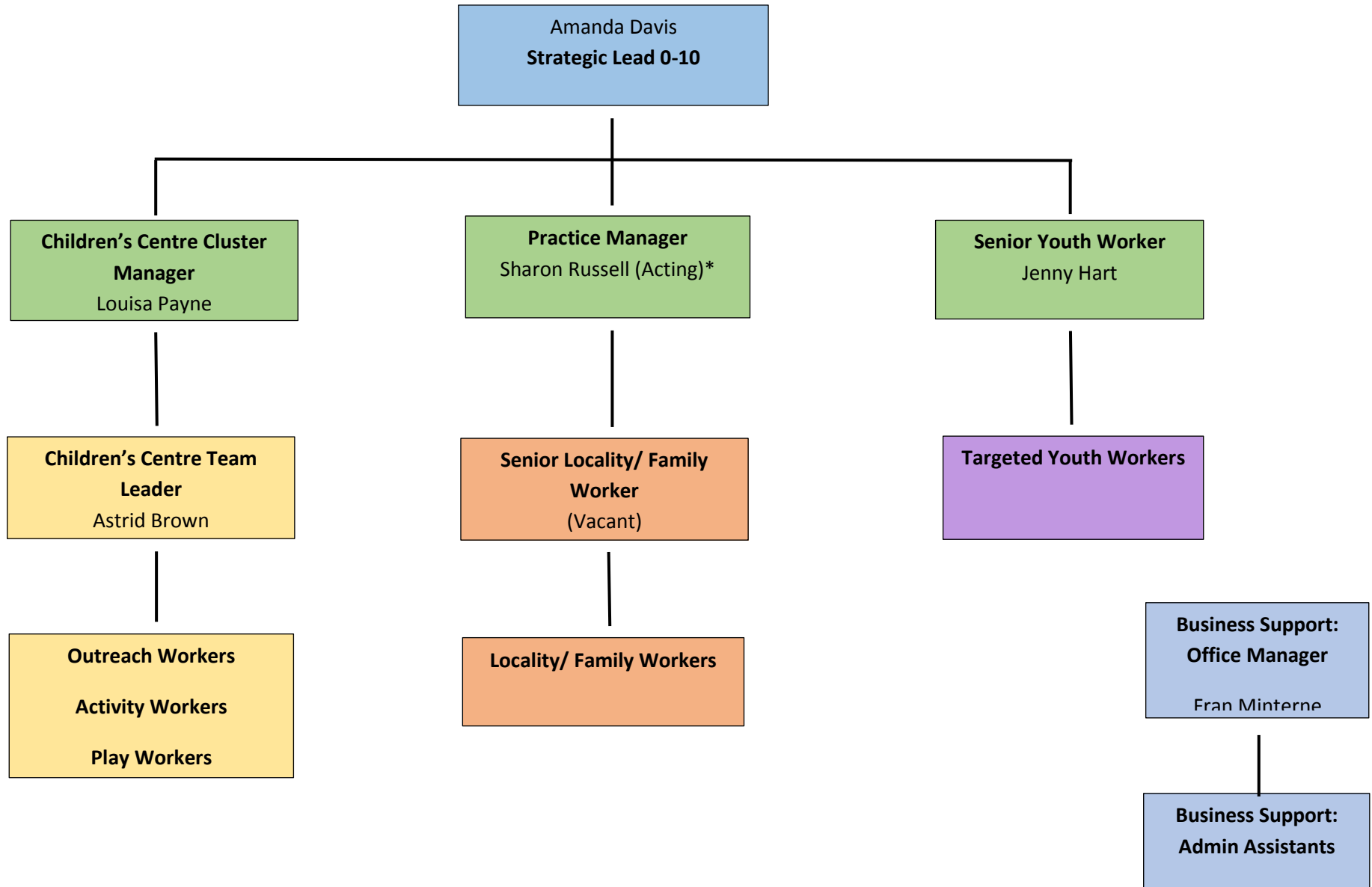
Schools in Dorchester

School Pyramid	Schools
Dorchester (6112)	Thomas Hardy School Dorset studio School Dorchester Middle School St. Mary's CE Middle School St. Osmund's CE Middle Broadmayne First Cerne Abbas First Cheselbourne Village School Damers First School Frome Valley First Manor Park First Millborne St. Andrew First Piddle Valley First Prince of Wales First Puddletown First St. Mary's RC First St. Mary's First School Winterbourne Valley First



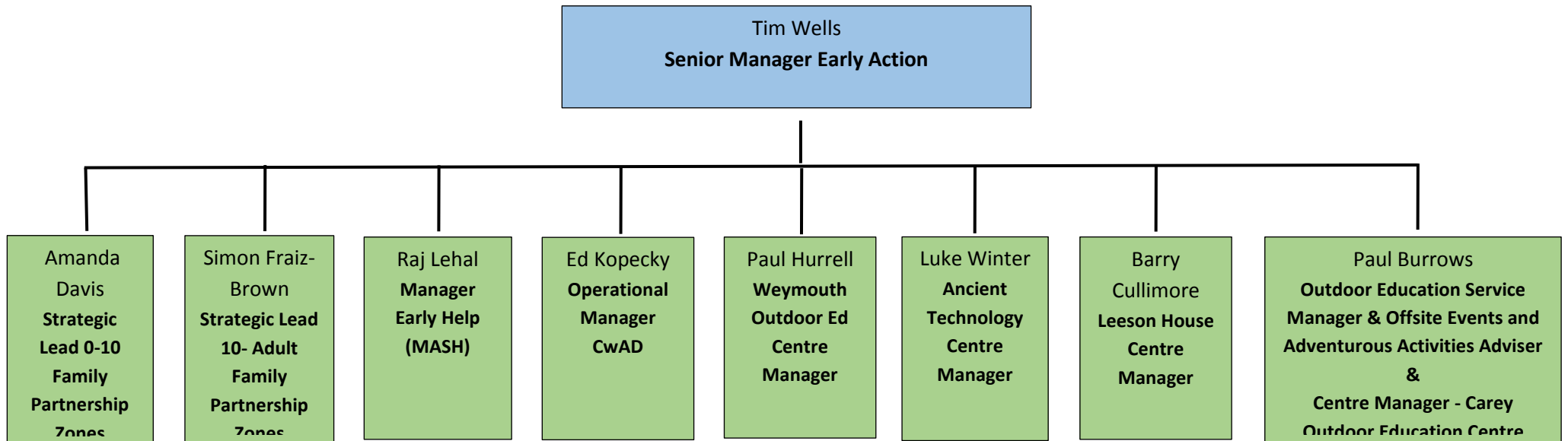
Dorchester Family Partnership Zone

Children's Services





Early Action Management Structure



Family Partnership Zones



Family Partnership Zones



THIS MAP IS NOT DEFINITIVE AND HAS NO LEGAL STATUS

Dorset's Family Partnership Zones

Ref:
Date: 14/09/2016
Scale: 1:302700
Drawn By:
Cent X: 377453
Cent Y: 99795

GEOGRAPHICAL INFORMATION SYSTEMS



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Prevention and Partnerships - Early Action

Delivering Early Help through Family Partnership Zones

Vision and Initial Strategy Document

Children and young people growing up in Dorset are strong and resilient. Their families have the support, resources and information they need to care for and guide them from cradle to career.

Children, young people and families that need help receive it in a timely way and difficulties are resolved at the first time around.

September 2016



Vision

This document sets out our vision of how we will deliver prevention and early help within our Family Partnership Zones. Our vision is that:

The **prevention** strand of this work will be about strong local provision based upon effective partnership working with universal services. These will include schools, health, police, housing providers and the voluntary and community sector.

This work will be focused on outcomes across the whole population of children and young people. It will develop the resilience of families and help them to identify relevant support in their community. It will support innovative partnerships, such as the example below, to create and build on firm community foundations. It will pay attention to key milestones in the journey through childhood. We recognise that the successful delivery of early help can

Family Partnership Zones

empower families and build independence and resilience. This will prevent the need for many families to come into contact with statutory services and reduce need for higher level interventions in the future.

The **early action** strand of this work is the reason for the creation of 'Family Partnership Zones'. Children's Services has aligned staff and services, including Children's Centres, Early Intervention Teams and Targeted Youth Support workers around seven geographical areas of Dorset loosely based upon school pyramids.

The Zone teams will both deliver direct work with children, young people and their families, and support **universal** services in delivering preventative work. The Family Partnerships Zone workforce will look to work with children, young people and their families at an early point in an emerging difficulty and seek to provide the right help to resolve problems the first time around.

Children's Services staff will not always lead the work or be part of it, but should seek to empower and support other providers within their zone to make a difference at the right time in a child's life.

The children's centre was asked to give a talk at the local Women's Institute in order to inform them of the work that children's centres do locally. The children's centre used the opportunity to recruit some WI volunteers to deliver programmes such as "Baking Buddies" to the local community. The Baking Buddy scheme links a volunteer WI member with a family who would like to improve their cooking skills and knowledge. The family work with the Buddy until their confidence in cooking improves and they can learn to cook healthy, nutritious meals.

We want people living in Dorset be **Safe, Healthy, Independent and Prosperous**.

The Prevention and Early Help Strategy will work towards these objectives and to the following principles:

- **Working with Families**– We will listen to and involve families in finding the right support for them and produce solutions together through building effective relationships
- **Think Family** – We recognise that children live in families, therefore the support we provide will look at the needs of whole family
- **Supporting Independence** – We want children, young people and families to be empowered to support themselves
- **Partnership Working** – We will develop strong working relationships with other professionals and organisations that families encounter.
- **Sensible Information Sharing** – We will sign up to and use the Dorset Information Sharing Charter to ensure partners feel safe to share information - with parental consent- to ensure action can be taken in a timely manner.

Family Partnership Zones

- **Smarter Services** – We will use the information to plan services based on evidence. We will also simplify our processes and make better use of technology to ensure best use of resources
- **Empowered People** – We will value the professional development of our own staff and wider partners in the zone to ensure they have the knowledge and skills they need to meet the needs of the local community
- **Outcomes** – We will be clear about what we are aiming to achieve and can demonstrate that the support we have provided to children, young people and families has led to measurable change.

Our Overarching Outcomes are:

- ❖ **Children are ready for school**
- ❖ **Children regularly attend their school or educational setting**
- ❖ **Children do well at their school or educational setting**
- ❖ **Families make positive choices**
- ❖ **Young people are ready for adulthood**

How these outcomes can be realised across the Zones and locally within the Zones, will be determined by the Governance and Partnership arrangements using local and county wide data, intelligence and evidence based service delivery.

Governance and Partnership

Strong local governance arrangements will be established and maintained for each of the seven Family Partnership Zones. A local Partnership & Governance Group will be chaired by a Zone Partnership representative, not solely by the Local Authority. The Chair will be agreed by the group who will include representation from the following:

- Family Partnership Zone leadership team
- Elected Members
- School Pyramid (cross phase)
- Early years
- Parents, carers, children and young people
- Voluntary and Community Sector
- Healthcare providers
- Police
- DCC Children's Social Care
- DCC Adult Services
- Housing providers
- Borough and district councils, parish and town councils

The Zone Partnership Governance Group has the responsibility to ensure that Family Partnership Zones can meet local needs based upon shared responsibility, shared resources, strong data analysis and good local intelligence. The Governance Group will have the power to set local outcomes within the overarching framework, target resources where need is most evident and where the greatest effect will be. A key objective is to use the information

Family Partnership Zones

available through the Dorset Families Matter programme, locally sourced data and business intelligence, to enable a proactive approach to identifying the need for early help.

The levels of reporting and governance responsibility for the outcome and wellbeing of children and families in the Zones is as follows:

The Dorset Safeguarding Children Board – DSCB

Local Zone Partnership & Governance Group (Key Stakeholders)

The Zone Teams and Zone Partnership Workforce

Family Partnership Zone Teams:

The Leadership Team:

- Early Intervention Practice Manager
- Children's Centre Cluster Manager
- Senior Youth Worker

Other team roles include:

- Family Worker
- Activity Worker / Play Worker
- Youth Worker

However, the importance of partnership working cannot be overemphasised and the Zone workforce is much greater than that of the local authority services. A Zone's wider children's workforce, working together will be instrumental in successfully identifying the need for, and delivery of, Early Help.

The Strategy for Children aged 0 – 10

In the early and primary years, we want all children to:

- Have capable, confident parents
- Have positive attachments to their parents / carers
- Have families with good emotional and physical health
- Be ready for transition to school, primary school, middle school, upper school or secondary school
- Have good attendance and engagement in early learning and school

Family Partnership Zones

It is widely acknowledged that the Early Years are a critical time in a child's life in terms of establishing secure attachments, developing attitudes to learning and in supporting families to engage with relevant services to ensure their child is happy, safe and secure.

Support for very young children should begin in the ante-natal stage, to ensure parents have access to the information and help they may need. Becoming a parent, whether for the first time or not, often leads to a significant change in finances, physical and emotional health and lifestyle. Family Partnership Zones will therefore incorporate ante-natal support.

Our aim to provide services for children from cradle to career will be realised through bringing communities and partners together as children move from birth to the end of their primary years. The work will be both preventative and, in some cases, will require early action.

Children can be described as being in need of services that are:

- Universal
- Universal plus
- Universal partnership plus
- Specialist

We aim to ensure very young children in need of additional support are identified at the earliest opportunity. Very young children are not seen every day in a school or a setting. Rather, a range of professionals are involved, often with a gap between contacts. Therefore, early years' professionals need to *make every contact count* to ensure the child's needs are assessed and suitably supported, by the appropriate people. Health services play a vital role in enabling parents to make informed choices. There are already strong partnerships between Children's Centres and Midwifery and Health Visitors. The case study (above) illustrates the benefits of Health Visitors and Children's Centre teams identifying children and families in need of additional support and working with partners to act as soon as a need is identified.

P is currently going through the assessment process for a potential diagnosis of an Autistic Spectrum Condition.

A Team around the Family came together, (Health Visitor, Children's Centre, Pre-School and School) to help support P and his family. Workers from the team:

- *supported P's mother to learn techniques to coach his emotional skills and discussed approaches for managing P's sensory processing difficulties;*
- *helped P's mum create Social Stories;*
- *supported P's mother to register with Coping with Chaos;*
- *planned for P's educational progress, especially concerning his transition to school in September.*

As a result:

- *P's emotional development is better supported. P has had more opportunities to socialise with peers in his home environment and is increasing his social networks;*
- *P's Nursery are aware of his needs, especially concerning his transition to school in September. A Team Around the Family continues to ensure P is supported through this transition;*
- *P's mother can access further support.*

Family Partnership Zones

Additionally, cohorts of children may be identified in order to develop targeted group support. There has been some innovative and effective work to help children prepare for primary school. Teams in Family Partnership Zones will be able to draw on best practice and evidence-based interventions to ensure every family in their zone is ready for the transition to school.

We need to develop support systems for primary aged children and their families. We know more children in Dorset are experiencing a variety of challenges that are not limited to the early years or adolescence. We want to better understand how to help young children develop resilience, independence and access to all their community offers. Where there are gaps in the community offer, Zone teams will seek to develop services, with others, to meet the needs of its young population.

We know that some children are subject to “late intervention”. But a co-ordinated approach may still enable a family to make positive changes and improve their children’s life chances. In Christchurch, the Children’s Centre formed part of the core group in delivering a Child in Need Plan. A menu of support was planned alongside the family to ensure the three young children experienced a better start.

“Getting it right as parents with professional help and public resource to support where needed has the potential to make a huge difference to how that child will grow into an adult contributing to society.”

(Tim Loughton MP for East Worthing & Shoreham and Co-chair of the All Party

Family Partnership Zones provide an exciting way of bringing existing good practice together and building on it, to ensure any child and family can access a consistent offer of help, shaped around local need. It requires teams across professional disciplines to come together on behalf of children in their zone.

It also requires us all to think differently. The emphasis on prevention and early action relies on the person first aware of the difficulty *doing something* to make a positive change for the

A Social Worker Reflects:

Working together to support these very vulnerable children has been key to achieving very positive outcomes. I think back to this family as it reminds me that there can be light at the end of the tunnel. The mother telling me that she values the support I gave when she used to think of me so badly makes it all worthwhile. Seeing how well these children are doing and the parent keeping me updated with progress reports and photos reminds me of why I do this job.

child. The child and their family will have a say in who is involved, what needs to happen and how progress will be measured.

Family Partnership Zones

Children's Centres and their partners already utilise data and local intelligence to identify children at risk of needing expensive intervention. This is used to develop the Children's Centre offer.

Additionally, primary schools are aware of which children and families in their school require extra support. The Family Partnership Zone model takes this further by ensuring such data is shared with everyone who needs to know. Partners will regularly come together to share local intelligence. There will be an emphasis on what can collectively be done to support children and on what already exists in the community to ensure there are both preventative and supportive offers.

Children of different ages living in the same family will have the same key worker, informed by all the professionals working with the family.

The Strategy for Children and Young People from 10-Adulthood

As children grow and develop into adulthood we want all young people to:

- Be prepared for living independently
- Be ready for parenthood
- Be ready for work
- Understand what a healthy lifestyle and relationship means
- Be able to assess and manage risk
- Have capable confident parents

Our 10-Adulthood Strategy will lay the foundations for most children to make a successful move from childhood to adolescence. However, we know that a significant proportion of young people will not. Research and data tells us that there are key risk factors for young people which may contribute to the need for more intensive late interventions.

Following the vision and principles laid out above, the 10- Adulthood strategy will work in two strands.

An effective approach to prevention must include all partners working together to ensure young people have the information and skills they need to make informed choices.

Partners will have an agreed approach as to how young people can learn to manage risk, the messages they should receive, and the support they need as they make key choices. Clearly schools will be crucial to this, but around that will be advice and input from the Family Partnership Zone workforce, public health, health providers, police and the voluntary and community sector.

Early action for young people means a focus on key risk indicators. A complete list is clearly not possible but it is likely that work within Family Partnership Zones will focus on some of following:

- Poor school attendance

Family Partnership Zones

- Poor school attainment, or exclusion from school
- Parental or household breakdown
- Issues with emotional health and self-esteem
- Parental issues with housing, unemployment or crime
- Parental issues with substance misuse, mental health or domestic violence

Good local data based upon the risk indicators shown above, complimented by sound local intelligence will ensure we can identify young people in need of early action and to intervene effectively with the right young people at the right time.

This work will be led by the new Targeted Youth Support service based within each Family Partnership Zone and delivered through evidence based group work programmes. These programmes will be outcome focused, characterised by strong working relationships with young people, enabling young people to identify their own needs and aspirations, and track their own progress.

A wider aspect of the Targeted Youth Service role will be liaison with both parents and other professionals, especially schools, potentially acting as an advocate for young people to ensure that outcomes are understood and approaches and strategies are followed through and reinforced.

Continued support for parents will also enable the achievement of the outcomes outlined above. This support might be informal liaison and advice but may also include a more intensive intervention for a family with a package of support around them, bringing in specific services and professionals where necessary and access to an evidence based parenting programme if required.

Whilst it is vital that our long-term aims are clear and understood it is also helpful to define some key medium term ambitions which act as barometers to success. These will be:

- Young people make a successful move into secondary school
- Young people are emotionally well, with a range of coping strategies and are resilient to change
- Young people make sensible health choices
- Young people achieve good GCSE grades, including English and Maths
- Young people complete their post 16 choice in education and training.

This

We have found schools to be very welcoming of the Zone Partnership approach, acknowledging that what we are offering is complementary to what they are doing. All the schools we have approached have been keen to discuss their specific needs and so far issues identified for future work include, self-harm, behaviour, anger management, smoking and the financial implications, students whose parents are living with PTSD (Post traumatic stress disorder) and how that affects their everyday life and- common to all our schools - confidence boosting and self-esteem.

Vision and Initial Strategy Document is designed to aid understanding of the work of the Zone

Family Partnership Zones

Teams and the partnership approach. As the Family Zone Partnerships and Governance Groups are established it is expected that they will contribute to an early review of this document and set both local and county wide strategic objectives based upon early analysis of the progress.

Patrick Myers
Assistant Director - Design and Development
January 2017