



Western Bay Integrated Family Support Service

Proposal, Values, Vision and Evaluation Document



Approvals

This document has been approved by the following

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1. Purpose of this document

The Welsh Government introduced Integrated Family Support Services (IFSS) to encourage Local Authorities and Health Boards to cooperate and work together to address the needs of families and children with complex needs.

This document outlines the Vision, Values and Evaluation Strategy for the proposed Western Bay IFSS in a single shared and owned reference document for the IFSS, partners, stakeholders and others. It outlines the IFSS model and its strategic, managerial and operational intent and through this wider understanding increase confidence and result in better collaboration and engagement.

This document contains an overview of the proposed structure of the IFSS in Swansea, Neath Port Talbot and Bridgend Local Authorities (Western Bay) together with its vision, values and guiding principles. In addition, the document provides a description of how the IFSS will communicate with, influence and make a difference to key stakeholder agencies and local services.

This document also highlights the aim and key messages for the service and how this will ensure successful outcomes for families across the Western Bay area. Methods of data collection, monitoring and evaluation of the IFSS are also outlined as is information on evaluation outcomes and how these will be disseminated and how this will shape future service provision.

2 Introduction

2.1 Summary

There are 4,636 cases open to Children's Services (data collected 12/3/12) within the Western Bay area. There are 1,375 Looked after children in our region, 643 children on the child protection register and 3,064 children in need. The most recent review shows that approximately 35% of the children referred to us are affected by parental substance misuse. Within Western Bay 2 areas are in the top 10 Local super output areas (LSOAs) as defined by the Welsh Index of Multiple Deprivation (WIMD) 2011. Within Western Bay there are 323 LSOAs in total. The Children in Need census (CIN) 2012 focussed specifically on data about the reasons children receive support from social services departments, parental substance misuse or alcohol misuse and domestic violence were the most frequently recorded factors. .

It is therefore anticipated that the Western Bay IFSS will focus on these factors. Indications from preliminary work undertaken suggest that a conservative figure 58% of the families currently open to children services in the consortia area would therefore meet the criteria for an IFSS intervention within Western Bay.

2.2 Management and Governance

The strategic governance of the IFSS for Western Bay will be facilitated through the IFSS management board which will consist of Directors and Senior managers from Bridgend, Swansea and Neath Port Talbot local authorities, Abertawe Bro Morgannwg University Health Board and the Voluntary sector. Operational management will be overseen by a delivery group which will be responsible for driving and implementing the IFSS strategy and operational practice across all partners and agencies. It will focus on the implementation of the project plan and regularly review progress against the plan. Within the governance structure local partners led by the 3 local authorities and ABMU partners in the context of the community leadership role, will work together to implement the necessary changes in organisational culture and practice with responsibility for joint strategic planning.

2.3 Staffing structure

The Western Bay IFSS will have three bases, one in each Local Authority area within the ABMU area. Due to the high level of need within our constituent area it will be important to have that level of presence. This will not however preclude the service being one service with 3 bases and will also not preclude the mobility of staff across the region. There will be one operational team performance and development manager who will oversee day to day management of all three sites and all staff. This team performance and development manager will be responsible to the Service Manager (partnerships and family support) within Bridgend local authority. The bases in Neath Port Talbot and Bridgend will each accommodate 2 consultant social workers and 2 intervention specialists as well as business support. The Swansea base will accommodate 4 consultant social workers and 4 intervention specialists as well as business support. These staffing levels reflect the service needed based on population size of each local authority area.

The performance and development manager and consultant social workers will come from social work backgrounds. Intervention specialists will be drawn from a variety of health backgrounds and also include practitioners with specific skills in substance misuse, domestic violence and parenting.

In line with IFSS guidance all staff will undertake direct work with families using the IFSS model of intervention and will disseminate their experiences and training within partner agencies, increasing the skills of the wider workforce and promoting the benefits of multi-agency family interventions. The delivery of the service will be proportionate to the population of each Local Authority area and resources will be allocated to reflect this. If an area has limited referrals and does not fully utilise their resource at a particular time, the Management Board and the performance and development manager will have the discretion to ensure resources are utilised across the region where there is more demand at that time. In order to establish the strongest

team possible it is anticipated that some specialists will be shared across the region, whilst having their base in one specific LA area. The performance and development manager will ensure that this is managed equitably to ensure the proportionate delivery of the service.

2.4 Recruitment

Recruitment of specialised posts across the region may present challenges. Widespread publicity to support the advertisements will be required. Whilst acknowledging the potential to lose key staff from frontline services, we plan to offer some of the posts on a secondment basis. Swansea will therefore offer 2 secondment opportunities and Neath Port Talbot and Bridgend will offer 1 each. This will have the added benefit of those secondees bringing their new skills and expertise back into their constituent authorities. All staff will be managed by Bridgend County Borough Council for the period of their employment in the IFSS and that inter authority secondments will be arranged where this is appropriate. Secondees will continue to be employed by their employing authority.

2.5 Strategic vision

It is anticipated that strategically the IFSS will act as an agent for change, providing a model for a network of support services for children and their families. IFSS has been designed to bridge the gap between Children's and Adults Social and Health Services and this requires cultural and systemic changes across all areas to create a more holistic and integrated approach to service delivery. IFSS will act as a catalyst for improvement within health and social care services by enhancing workforce skills and knowledge, to support the development of family focused, evidence based, accessible and effective practice underpinned by research. By taking a regional approach to the development of IFSS additional capacity for strategic change and co-operation will be achieved across the Western Bay region.

2.5 Guiding Principles

IFSS has the following guiding principles

- Provision of a multi agency team with the skills and knowledge to reflect and meet the needs of families with complex issues
- To deliver a consistent method of service delivery that utilises evaluated and recognised evidence based interventions with service users and their communities
- To provide training, consultation and development opportunities, as appropriate for agencies in the area
- To establish a thorough system of evaluation to provide ongoing feedback on performance and outcomes
- IFSS will be an 'engine for system change within social work'

3 Service Development

3.1 Making a difference to local services

IFSS is governed strategically, managerially and operationally by a multi agency group united in a common goal to improve services through targeted and focussed collaboration and by adopting a 'whole family' approach to working. It provides an opportunity for further integrated working between Social Services (Adults and Children's) and Health Services. The focus on consultation, training and advice offers the opportunity to 'up skill' the wider workforce to further benefit families across the Western Bay area. IFSS will promote a different and alternative way of working and promote a 'learning culture' facilitating the dissemination of evidence based practice across all service areas. Three (3) year contracts will be offered so there is a clear process for staff to return to mainstream services and use the expertise they have gained and to give opportunities for new staff to gain similar skills and experience.

3.2 Improving outcomes for families

By providing intensive whole family interventions the IFSS will improve outcomes for children and their families. The approach will empower families to acknowledge and recognise the need for change to determine their own goals and support their efforts to achieve these. The families will be encouraged to build on their own strengths and increase the family's resilience. The IFSS aims to

- Safely reduce the numbers of children in care , in proceedings and on the child protection register
- Demonstrate that families receiving services have reduced assessed risk factors by improving the family's capacity to tackle challenges and barriers to improved well being and safety
- Reduce the numbers of children removed from families by undertaking a full assessment of risk which subsequently creates intensive packages of community based support and further assessment of the risks
- Increase the numbers of families registered with a GP
- Increase immunisation rates

3.3 Making a difference to local systems

Through new systems of service collaboration the overall learning and experience from IFSS will be widely shared. This will be achieved by workshops, training and development opportunities, conferences and the evaluation process of the IFSS. Collaboration, planning, changes to existing services will provide for efficient and streamlined services across the Western Bay area.

3.4 Service vision

The IFSS will provide services for families in greatest need, particularly those experiencing parental substance misuse and domestic violence. This will be achieved through the provision of flexible and effective therapeutic support which will focus on creating opportunities for positive change.

3.5 Service Values

- To ensure the well being of the child is paramount
- To provide a holistic family centered approach to service delivery
- To ensure the needs of children are identified and met appropriately
- To work in partnership with families, enabling them to identify their own needs and strengths
- To provide consultation and advice to the wider workforce
- To provide a non judgemental approach to service delivery
- To adhere to the principles of information sharing
- To provide a service offering a choice of approaches
- To ensure local and national requirements of service delivery, monitoring and evaluation is undertaken systematically
- To influence systems and processes to ensure service delivery is co-ordinated and coherent
- To ensure contemporary research and best evidence based practice is disseminated
- To ensure the views of service users are sought and services are responsive to their views
- To ensure all services are culturally sensitive and do not discriminate.

4 Communication

4.1 Communications with stakeholders

Formal communication will be through the IFSS Management Board and the delivery group, using presentations, articles, discussion with a range of partners, stakeholders and other agencies. A number of multi agency briefings and consultation seminars will be held with the outcomes influencing the work of the delivery board.

4.2 Ongoing communication with stakeholders

The marketing and communication strategy will include;

- A launch event
- An annual conference
- Bi monthly newsletters
- A website and micro site
- Surgeries / workers spending dedicated time with a range of organisations and services

- Publication of papers and articles where this is beneficial and appropriate
- Dissemination of Research and Evaluation
- Training events
- Leaflets
- A service user group
- Progress reports
- Detailed briefings

4.3 Aim and key messages

The aim of the communication strategy is to raise the profile of the team and the work being undertaken, the successes and challenges. It will contribute to the momentum for change both on a local and a national level. It is anticipated that communication about IFSS Intervention will challenge custom and practice whilst supporting the objective of integrated family working practice.

4.5 Database

The service will strive to develop one database for recording information and collating statistics. This will prove a challenge as there are currently 3 different systems being used within the Local Authority and ABMU.

5 Evaluation

5.1 Evaluation and monitoring at a local level

There will be four main components to this evaluation

- A qualitative evaluation of the outputs and outcomes for families supported by the IFSS
- A qualitative evaluation of the views of service users supported by IFSS
- A measurement of 'distance travelled' for families, which will be measured via their progress in achieving their own goals
- Questionnaires to stakeholders

We will utilise and build upon systems that have already evolved within the pioneer areas.

5.2 Outcome measures and performance management data

The team will replicate the outcome measures developed by the pioneer areas and will draw from their experiences. A wide range of data will be collected and this will include

- Numbers of referrals overall and by area
- Numbers of referrals by agency
- Referrals accepted/rejected and reasons
- Numbers of families who complete the intervention
- Time from acceptance of referral to first meeting with family
- Family profiles
- Numbers of family plans
- Numbers of families achieving their goals
- Numbers of children removed from CPR and numbers maintained on CPR who do not become LAC
- Numbers of CIN children who do not become CPR or LAC
- Improved school attendance
- Improved attendance at medical appointments
- Numbers of people referred on to specialist agencies
- Measure of effect on substance misuse before and after intervention
- Details of transfer to less formal services at the end of intervention (and details of those services)
- Numbers of consultation/ advice sessions.
- Numbers of allocated cases
- Numbers of cases closed
- Number of unplanned exits
- Number of re-referrals

5.3 How to integrate health and social care data

Ongoing discussion and negotiation between the Western Bay local authorities and ABMU information management departments regarding IT systems will achieve an integration of data. Within IFSS all information will be shared between social care and health staff and a consistent approach will be employed. Staff will also be able to access IT systems from within their own agencies. Consistent information sharing consent will be employed across and between services and agencies.

5.4 How to collect, collate and evaluate the data

Western Bay IFSS will liaise with the pioneer sites where appropriate and replicate the best of their systems for the collection and collation of data. The team performance and development manager will be responsible for ensuring that all relevant data is collected, collated and evaluated on a consistent basis.

5.5 Dissemination of evaluation outcomes

Evaluation outcomes will be disseminated via established communication channels with Welsh Government. In addition the information will be disseminated as part of the marketing and communications strategy referred to in Section 4. Lessons learned from the pioneer areas will inform plans to disseminate the information.

5.6 Use of evaluation to shape future service provision

The Western Bay IFSS has the advantage of learning from the experiences of the pioneer areas and the “Connecting Families Service” in Bridgend which will be crucial in the development of the Western Bay model. The IFSS will provide a focus for alternative ways of working with families. IFSS will be key to re-shaping existing services for children and families across the Western Bay area.

6 Conclusion

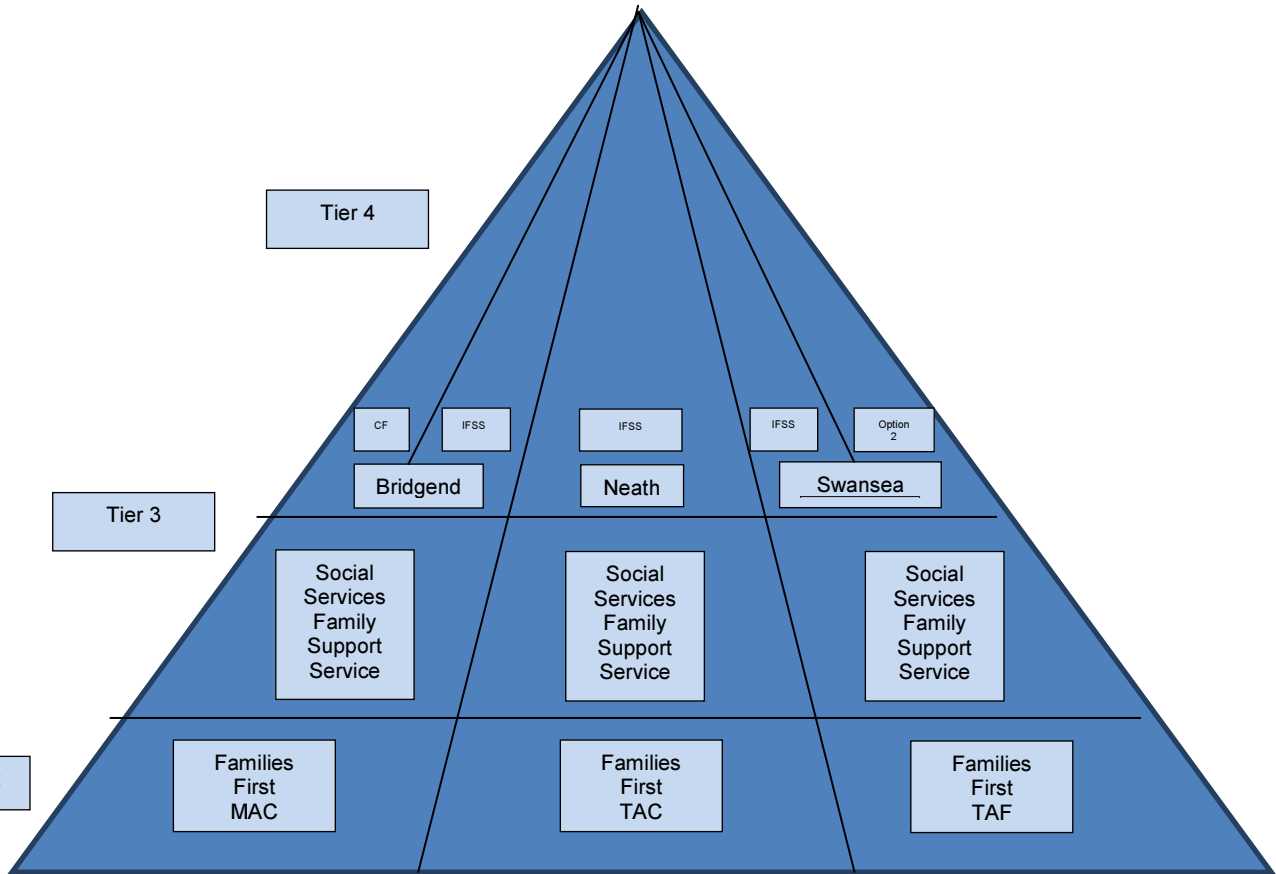
6.1 Service sustainability

Western Bay intends to maintain and develop IFSS , in line with the Welsh Governments long term plan, so that work extends to include families affected by domestic violence, poor mental health, parental disability and learning needs. By developing and delivering a service with a robust evaluation and well evidenced system of intervention the service will achieve sustainability. Evidence of positive outcomes and highlighting areas for development will contribute to future planning for service delivery. Long term collaborative planning across the region will be informed by the performance of the IFSS by imbedding its practices and principles into mainstream services.

6.2 Conclusion

Within the Western Bay area there are 4,636 cases open to Children’s services, of these 1,375 are looked after and 643 are on the child protection register. The Western Bay IFSS will have a unique opportunity to learn the lessons from the two pioneer phases. We have established robust connections with the Newport and RCT / Merthyr pioneers as well as the developing Cardiff / Vale IFSS, as such we have the benefit of working with other areas at different stages of development and this will give us the opportunity to learn lessons at all stages of the development of such services. There is a strong commitment amongst the partners in this consortium to develop a coherent service across the region within agreed governance arrangements.

Western Bay Family Support Services



Final Map of Pan-Wales Integrated Family Support Services (IFSS) - a minimum of 10 statutory teams

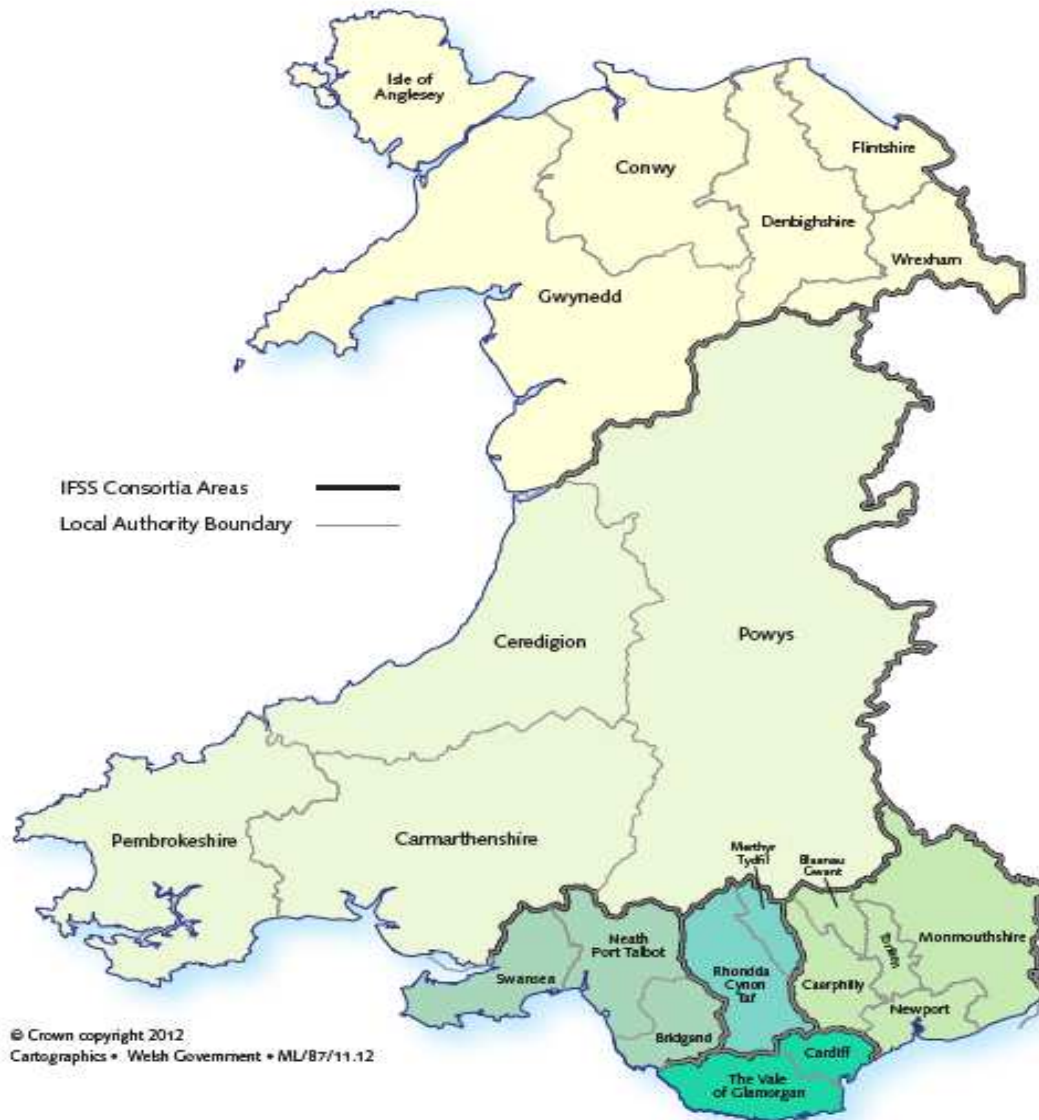


Table 1 : Proposed IFSS Consortia Areas

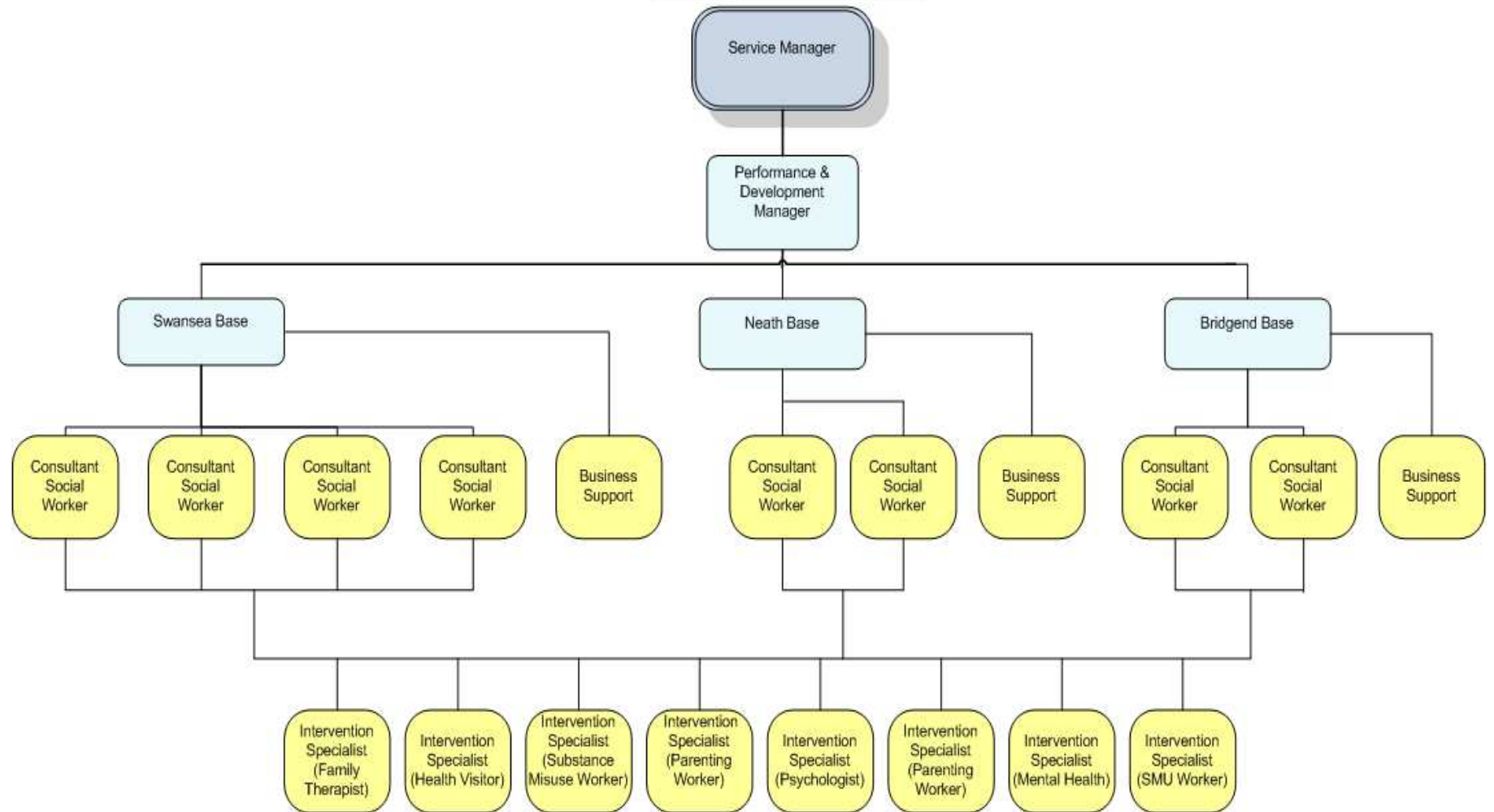
CONSORTIA AREAS	TEAMS	
	Prescribed minimum	Additional
NORTH WALES (Conwy, Denbighshire, Flintshire, Gwynedd, Isle of Anglesey & Wrexham)	2	
MID AND WEST WALES (Carmarthenshire, Ceredigion, Pembrokeshire & Powys)	2	2
SWANSEA BAY (Bridgend, Neath Port Talbot & Swansea)	2	1
CWM TAF (Merthyr Tydfil & Rhondda Cynon Taf)	1	
CARDIFF AND VALE (Cardiff & The Vale of Glamorgan)	1	
GWENT (Blaenau Gwent, Caerphilly, Monmouthshire, Newport & Torfaen)	2	
Total	10	3

Table 1 shows the areas that have introduced/are introducing teams over and above the prescribed minimum set by Welsh Government.

APPENDIX 3.

RISK	Likelihood	Effect	Mitigation	Action assigned to
<p>Risk – insufficient funds to provide a comprehensive enough service</p>	Low	Major	It is envisaged that an strong enough argument can be made to ensure sufficient funding is made available from WG (850K now allocated to the service by WG)	Board
<p>Risk – Not finding sufficiently skilled staff to fulfil all the roles within this team.</p>	Medium	Major	Widest possible publicity for the roles. Staff will receive training in the model	CT/NE CT/NE
<p>Risk- Population size may not equate to need in a particular area</p>	Medium	Major	Programme board will need to monitor implementation and the share of the service across the region.	PH/board
<p>Risk- disagreement amongst partners</p>	Low/medium	Major	There has been a high degree of co-operation and shared vision in the formulation of the proposal.	Board
<p>Risk-Ineffective liaison with other teams/services.</p>	Medium	Major	Ensure consistent strategic and operational links and established and maintained with other teams as part of integrated working.	PH/NE
<p>Strategic drift</p>	Low	Major	The board will monitor progress and provide steer.	Board

IFSS Organisational Chart



Integrated Family Support Services

Post / Title	Post Grade	Salary	£		
			Min	Mid	Max
Operational Manager	PO 9-12	34,207-36,838	44,445	46,754	47,923
8 X Consultant Social Workers	PO 9-12	34,207-36,838	355,560	374,032	383,384
8 X Intervention Specialists	PO 7-9	32,475-34,207	337,244	346,260	355,560
3 X Business Support	SC 5-6	19,427-23,473	74,712	82,166	90,762
TOTAL SALARY COSTS			811,961	849,212	877,629
			£	£	£
Occupancy Costs	£2,300 per person		4,600	4,600	4,600
IT Costs	£1,300 per person		26,000	26,000	26,000
Mobile Phone Costs	£3 per mth		952	952	952
TOTAL NON SALARY COSTS			31,552	31,552	31,552
TOTAL COSTS OF SERVICE			843,513	880,764	909,181

* Salary costs include NI and Superannuation

** Based on £2,300 per person and includes an estimate for rent, utilities and consumables

*** IT costs include cost as at 31.03.12 of IT kit, software and installation charges

**** Mobile Phone Costs include the initial capital cost and the estimated monthly line rental for 17 people