



Early Intervention & Integration on a Shoestring

“The Right Response”



Introductions



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Overview of the session



The need for change

The 'Right Response'

Impact and outcomes

Learning and future development



The Need for Change



- 'From Good to Outstanding: Commissioning for an Excellent Children's Services' - CSF Board (July 2009)
- Unannounced Inspection (October 2009)
- Ofsted letter (December 2009)

Ofsted
raising standards
improving lives

Ofsted inspects
A summary of the framework for
all Ofsted inspection and regulation

PROTECT: INSPECTION

Ofsted
raising standards
improving lives

Provisional rating of children's services 2009

Children's services rating	Performs adequately (2)

The rating for children's services in Hertfordshire County Council is that it performs adequately.

While the overall effectiveness of a large majority of the local authority inspected and regulated services and provision are good, the most recent inspection of safeguarding identified significant weaknesses in partnership arrangements for protecting children and young people from harm and in aspects of social care practice.

A higher than average proportion of primary and secondary schools and school sixth forms are good or outstanding than found in similar areas or nationally. The proportion of good childcare settings and nursery provision in the county is broadly average, but fewer children are good than in similar areas or nationally. The proportion of good post-16 provision in further education colleges is below average.

Specialist provision and services for children and young people whose circumstances make them more vulnerable are variable in quality. The 2007 joint area review judged safeguarding and services for children in the care of the local authority as inadequate. Concerns were raised about a number of aspects of safeguarding, which included: how well different agencies working with children and young people understood and consistently used criteria for referring children at risk to Hertfordshire social services; the impact of high levels of staff work vacancies; and performance management systems which were not enabling managers in social care to have a clear overview of some key activities which keep children at risk safe. Since then inspections have judged the local authority's fostering and adoption agencies as good and its private fostering arrangements as adequate. However, safeguarding has not been re-inspected. Four out of five children's homes are good and one is outstanding. Current indicators show large improvements in the percentage of referrals to social care going on to the first stage of assessment, although performance remains just below that elsewhere. The timeliness of initial assessments of children in need has also improved and is now significantly higher than in similar areas and is above the national figure, but the timeliness of core assessments remains just below average. Two serious case reviews have been undertaken during the period April 2007 to July 2009, the first was conducted inadequately and the conduct of the second was adequate. Most special schools and all pupil referral units are good or

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The Need for Change



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- **High level of referrals** to children's services
- **Management of risk assessments** in the contact centre
- **Cases awaiting assessment**
- **Variable thresholds and timeliness** for Core Assessments
- **CAF underdeveloped**
- **Criteria for referring** children at risk of harm still variable



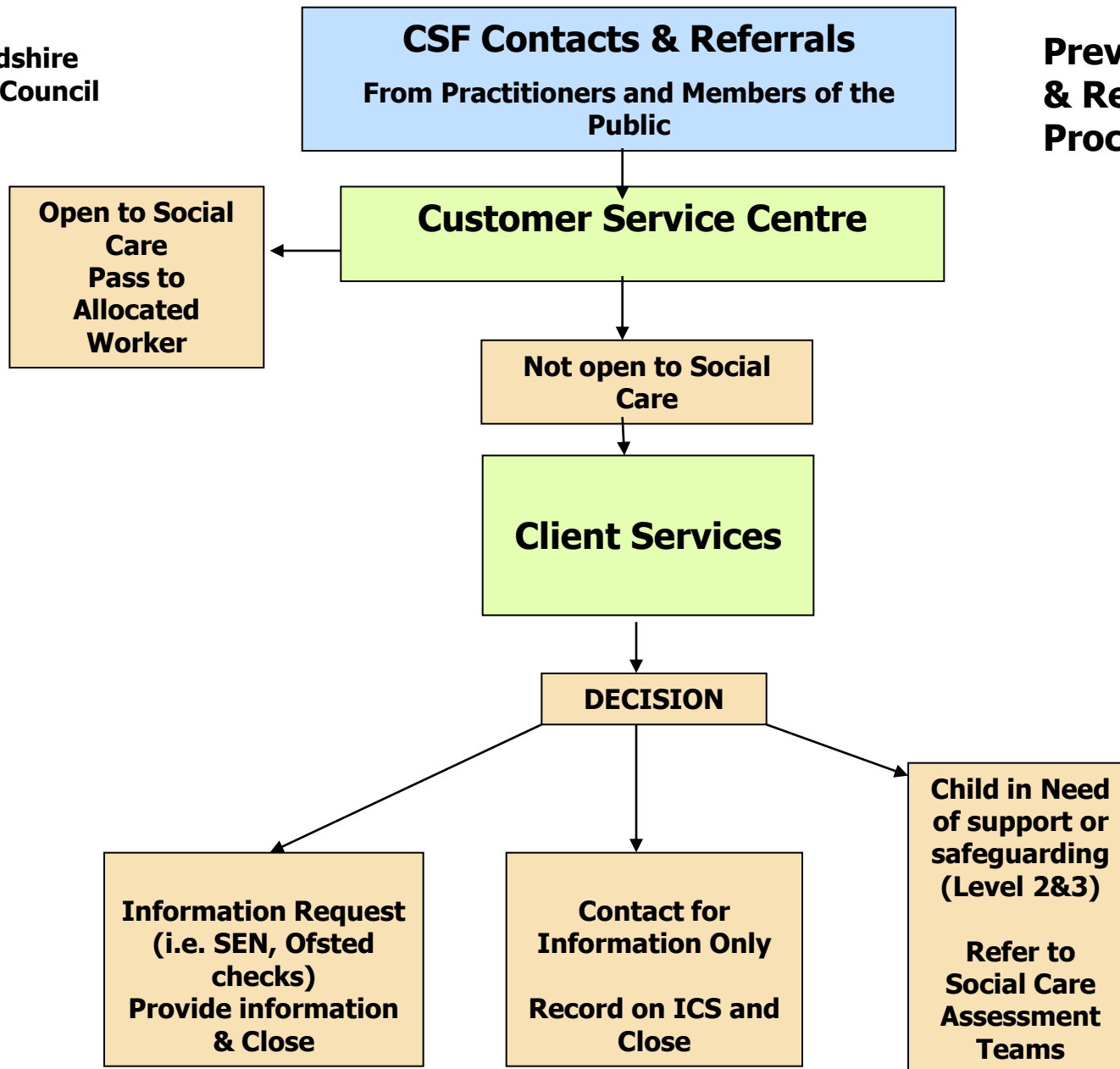
The 'Right Response'



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Ensuring referral and early contact arrangements are effective in ensuring each child, young person and family receives the right level of response, by the right agency, at the right time.





Principles for change



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- Effective screening
- Clear and consistent use of thresholds
- Support received from appropriate agency at lowest level of need without unnecessary delay
- Multi-agency approach



What we did (July 09 to April 10)



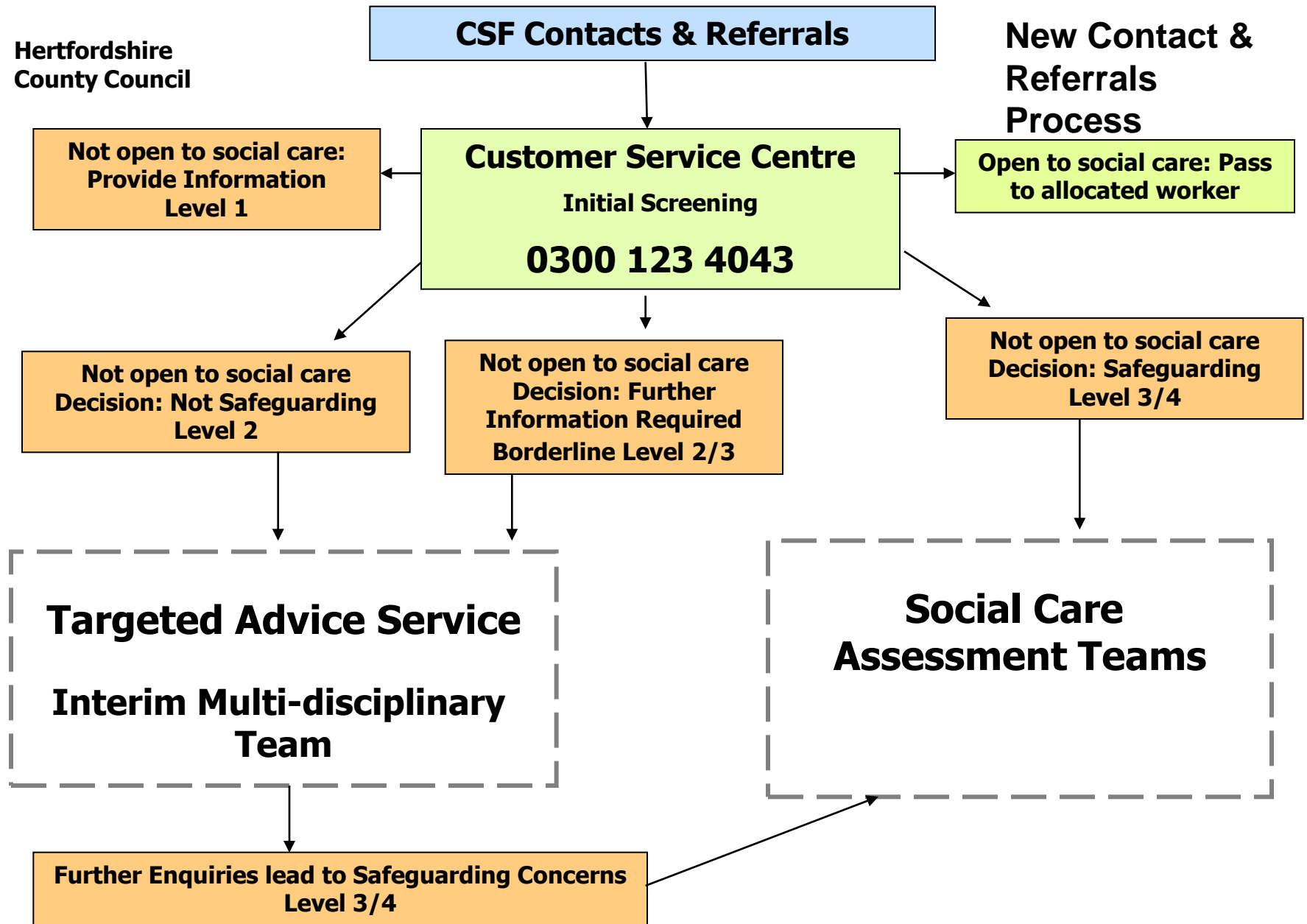
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- Reviewed business processes and functions
- Considered effective use of resources
- Improved screening arrangements at 'front door' - Children-only Customer Service Centre (CSC) team
- Developed central, multi-agency arrangements - Targeted Advice Service (TAS)
- Clarified and ensured consistent implementation of thresholds (Meeting the Needs of CYP in Hertfordshire)
- Established innovative pilot phase from Nov 2009 and launched new arrangements on 24 Feb 2010



Meeting the Needs of Children and Families in Hertfordshire





**New Contact &
Referrals
Process**

Targeted Advice Service

Safeguarding Consultation Service

TAS Duty Desk & Child Protection
Schools Liaison Officers

01438 737511

Development Manager

Team Manager

Assistant Team Manager

Senior Practitioner

**Multi-Agency
Colleagues**

Children's Information
& Advice Officers

Young Carer's
Professional Assistants

Police

Health

**AIO (Attendance
& Pupil Support)**

Youth Connexions

A-DASH

District Support

District Partnership Teams

Broxbourne & East Herts: 01992 556382
Dacorum & St. Albans: 01442 453927
Stevenage & North Herts: 01438 843373
Watford & Three Rivers: 01442 453127
Welwyn/Hatfield & Hertsmere: 01438 843032

Value of Multi-Agency Colleagues



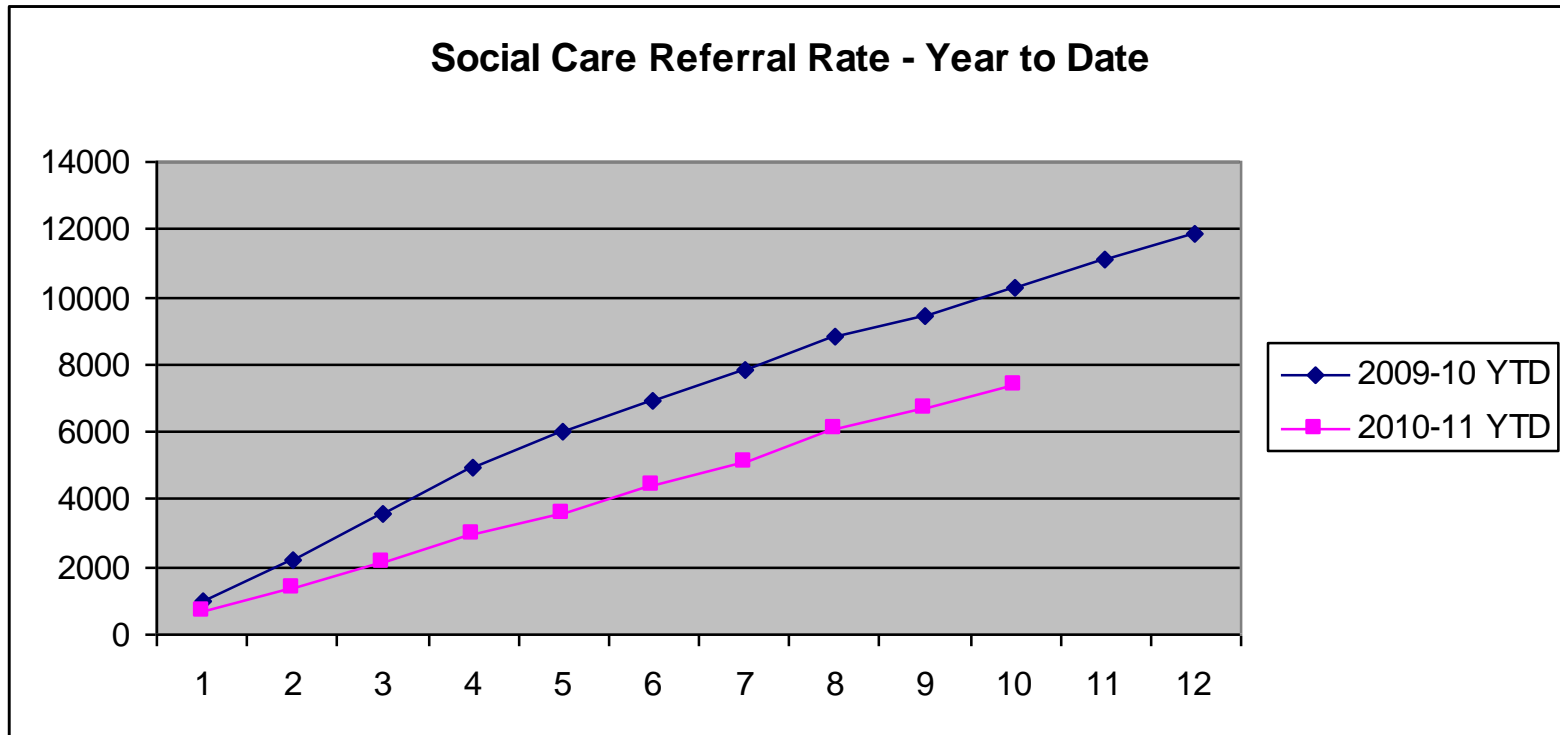
- Specialist knowledge to support responses to contacts
- Access to their agency database
- Widening the knowledge at TAS re: roles, responsibilities and services within agencies
- Links outside of TAS e.g. Youth Connexions can easily identify district colleagues to support cases
- A 'health' professional telling, say, a 'health visitor' what they need to do is better received
- New addition since January 2011 – Probation



Impact and Outcomes



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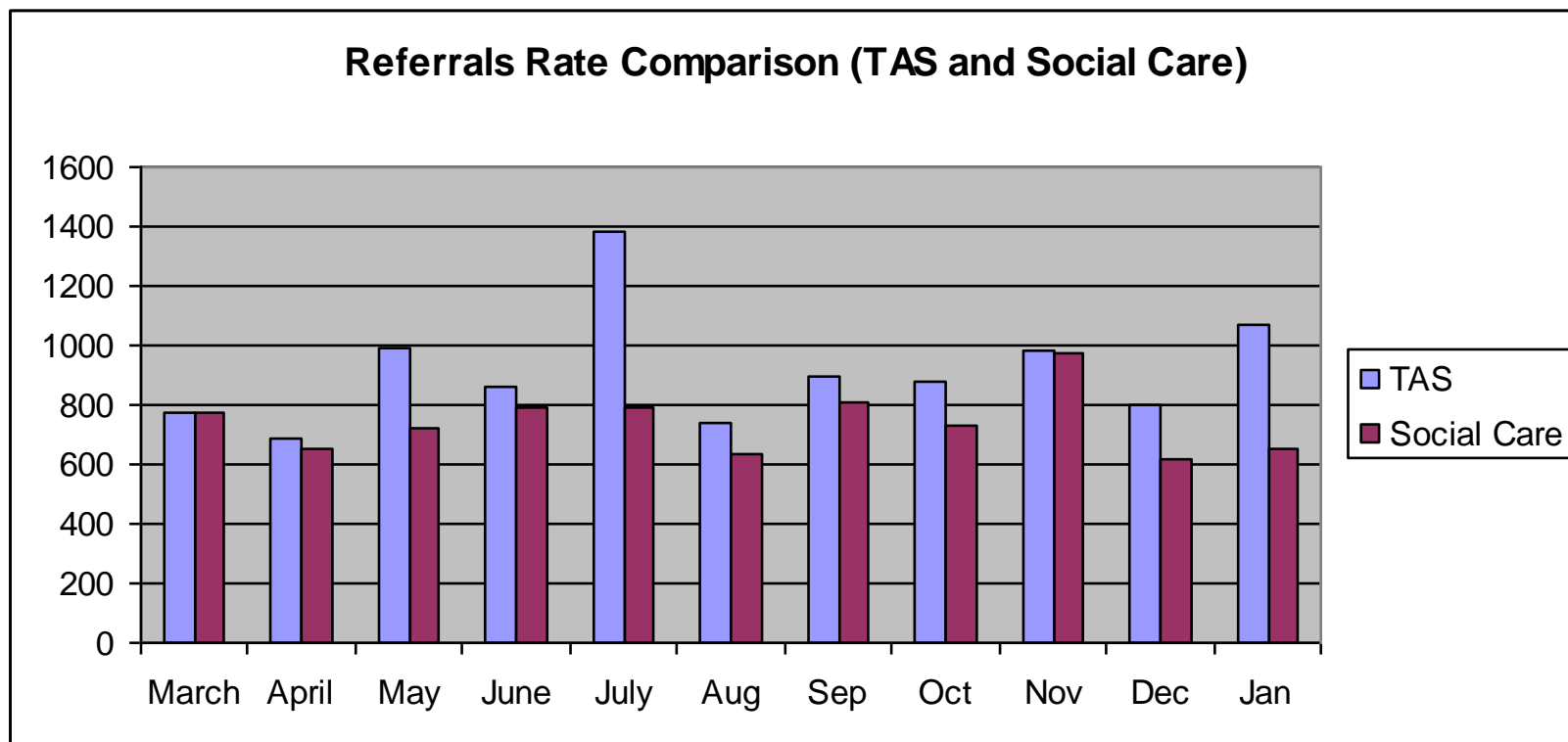


Impact and Outcomes



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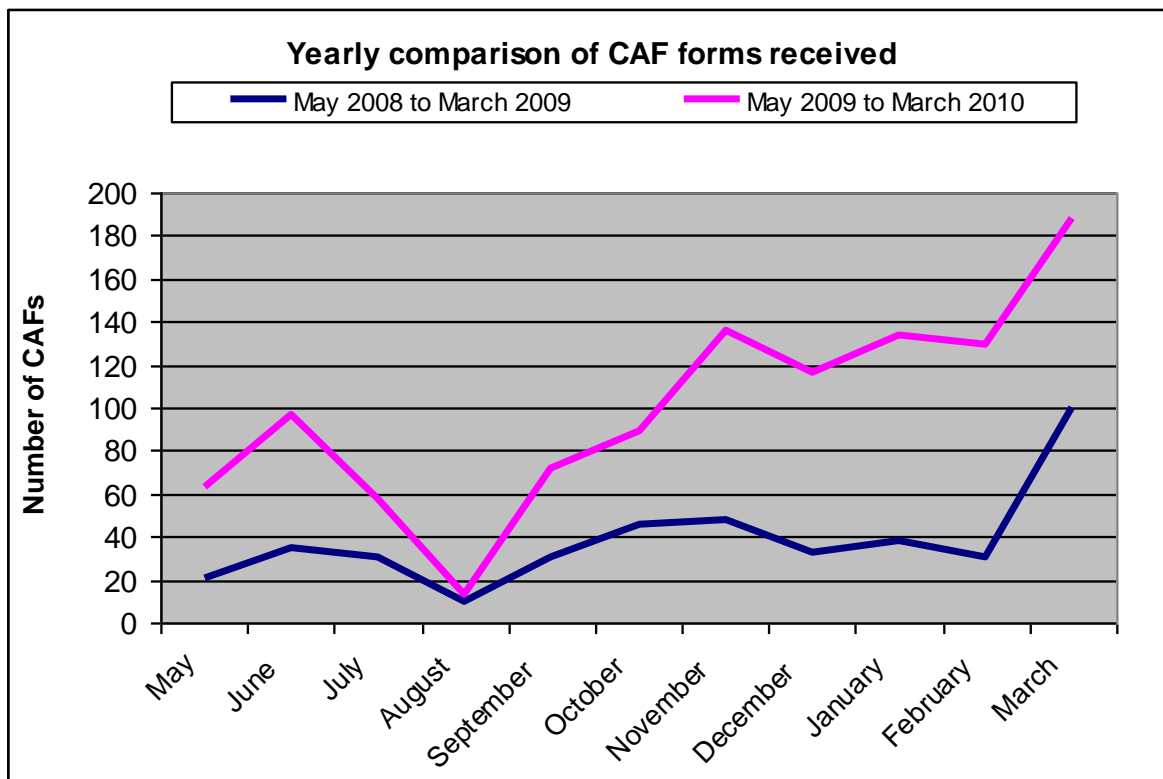
Referrals Rate Comparison (TAS and Social Care)



Impact and Outcomes



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Impact and Outcomes



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Outcomes for children:

Concerns small children. Hospital information that Mum had taken overdose. TAS liaised with Health Visitor and school. No risk concerns, but father needed support. School initiated CAF.

Domestic Violence incident, parents of young child. Police check at TAS. Liaised with Health Visitor who visited the home. No concerns. Health Visitor to Support.



Impact and Outcomes



Outcomes for children:

Concerns re: Child's sexualised behaviour. On advice, primary school spoke to parents and liaised with secondary school. CAF in place for transition.

Mother has MS and alcohol issues. YP lives between mother and aunt. Youth Connexions home visit. CAF initiated. Young person now receiving Support.



Learning



- **The Child's Journey** - central to the transformation of arrangements
- **Culture shift** - required to ensure cases are not unnecessarily escalated to specialist services
- **Partnership approach** - led by the HCTP, ensured commitment of agency resources to the service
- **Dialogue** with a strong solution-focus between social care, CSC and TAS AND wider partners
- **Creative collaboration** – allowed us to maximise capacity and resources for effective intervention using scarce social care resources appropriately
- **Innovation and risk taking** – ‘let’s try it and see what happens’
- **Monitoring and evaluation** – auditing process used to ensure appropriate thresholds are applied in to inform improvements



Future Development



- Move towards actual district-based multi-agency teams (by Sept 2011)
- Flexible and adaptive response to new challenges
- Evidencing impact of early intervention – including value for money (e.g. LARC research)



thank you



Any Questions....?

