



Family Valued Warwickshire County Council



Our Family Valued story - timeline

OFSTED Judgement
Requires
Improvement– May
2017

Restorative Practice
training and working
with Partners in
Practice, Leeds –
2018

SFPC Statement of
readiness – July
2019

Corporate Board
approval– October
2019

Change programme
delivery lead and
team appointed –
December 2019

Initial Change
programme planning
– January 2020

Communication to
managers– February
2020

OFSTED & COVID–
March 2020

Detailed planning–
April 2020

Implementation–
September 2020 –
March 2021

Communication to
staff, partners,
children and families
– September 2020 –
March 2021

Evaluation and
continuous
improvement

OFSTED Judgement
Good – February
2022

What did we do

New inhouse **Restorative Practice** training team

- Recruited a dedicated team leader and three trainers
- Devised a local training package, which includes bespoke team work, action learning sets, intro and immersive training

Expanded and strengthened support to parents who are no longer able to care for their children (**Different Futures** Team)

- Recruited an additional worker
- Commissioned therapeutic support to clients

New **Caring Dads** team launched

- New team leader and team established
- 6 co-horts planned, of which 4 co-hort completed
- 23 men completed the programme so far

New rapid **Support Team for Adolescent Young People (STAY)** including weekend support launched

- New team established
- New processes created

Expanded and strengthened our support to families impacted by **domestic abuse**

- Additional workers recruited
- All processes streamlined to ensure families receive timely support
- Completion times have reduced by 62%

What did we do

More and timely support to families with **Family Group Conferences** by expanding the team

- Recruited five additional coordinators
- Refreshed processes to encourage and identify more referrals

Increased and strengthened our support to young people by expanding the size of our **Targeted Youth Team**

- Recruited two fully qualified JNC Youth Workers and six trainee
- Completed more 1-1 and group work with young people
- Embedded a robust evaluation framework

Launched our **Child Friendly Warwickshire** commitment

- County wide children and young people survey
- Created shared aims
- Website and social media platforms launched
- Over 70 friends of the network

Strengthened our support to **Special Guardians**

- No. of SGOs continue to increase, from 37 as of March 21 to 45 as of March 22

Strengthened support to schools

- **New Head teacher coaches** posts created
- Completed valuable 1-1 sessions with heads
- Supported more strategic change

Key success factors

- Strong support from Council Leaders
- Shared purpose and rationale for change across all layers of leadership ensuring we delivered change restoratively
- Clear governance, with regular boards, dedicated service leads, and change programme leads and staff
- Cross council support, for example communications, ICT (system changes)
- Partnership support, for example schools
- Clear and regular messages and communication to staff and families
- Leaders 'modelling the model' re cultural change and adopting new services into practice
- The services we introduced have closed gaps in provision and enabled us to plan sustainably for the future
- Regular peer support from Leeds

Lessons learnt

- What didn't go so well
 - Impact of Covid
 - Limited face to face work, which led to some delays
 - Conflicting priorities, responding to the pandemic
 - Conflicting change priorities
 - Impact on wider resources, for example system changes, and data reports
 - Recruitment challenges
 - delays in start and end dates can cause headaches
 - complications, for example recruited trainee youth workers instead of qualified youth workers
 - can be destabilising if you recruit from internal services
 - Change takes time and can be confusing, with an introduction of lots of new services for families for staff to understand
 - Some work areas needed more initial development than others
 - Understanding how to translate Family Valued into a programme that worked for Warwickshire took some time.

Key achievements

- More children and young people are being supported earlier and as their needs are de-escalating with an increase in the number of children open to an Early Help pathway plan from 1,921 as at March 21 to 2,426 as at March 22.
- With an increase in the number of Youth Workers more young people have been supported to achieve positive outcomes. Between 1 January 2021 to the end of March 2022, 384 young people completed their final assessment and reported that they are less inclined (or less frequently inclined) to use substances, alcohol or carry a bladed article. Young people average issue (emotion management, empathy, initiative, problem solving, responsibility and team-work) scores also increased after their final assessment.
- There has been a reduction in the percentage of re-referrals to the front door, demonstrating professionals and families, receive the right support at the first referral and assessment, with 17.2% as at March 22 compared to 21.0% as at March 21.
- The service has been effectively supporting families to make changes as part of pre-proceeding processes, this has led to a reduction in the number of care proceedings issued during 2021/22 (93) compared to the previous four years.

Key achievements

- The 12-month moving average number of children entering care (excluding unaccompanied asylum seeking children) reduced from 26.08 as at March 21 to 21 as at March 22.
- The number of children in care (excluding unaccompanied asylum seeking children) reduced from 776 as at March 2021 to 728 as at March 22.
- The number of children open as child in need has reduced from 4,165 as at March 21 to 3,905 as at March 22.
- The number of children placed with extended family under a Special Guardianship Order has increased from 37 as at March 21 to 45 as at March 22.
- More parents, carers, children, and young people reported they felt listened to and in control of their care or support plan, with a score of 4.6 (out of 5) for involvement and 4.7 (out of 5) for listened to during 2021/22 compared to 4.3 and 4.6 during 2020/21.

What have children and families told us?

Feedback from Dads from our first two Caring Dad co-horts

- **92%** of dads confirmed there was a **positive impact in how they related with their children**
- **97%** of dads agreed that there was **positive impact in co-parenting**

“I have received good advice from the SGO Support team; my allocated social worker and the family support worker. This advice has been around therapeutic parenting and I now feel as a result, I understand why the young person I care for can display some of the behaviours she does”

An SGO holder comment to the Team Leader

“Made me understand and learn how to control my emotions which was a massive help. Helped me out when I was homeless and gave me support on how to get help. Made me feel heard and understood. Couldn't of asked for a better youth worker :)”

A young person being supported by a youth worker

“Listen to me, always honest, polite, professional, warm hearted generally care and had passion. Gave me the tool and opened my eyes and helped me find my inner strength and voice”

Family supported by our Domestic Abuse team

What have staff and partners told us?

“Carl (HT coach) was approachable and knowledgeable - I felt he understood the sensitivity of the discussion as it was not straightforward. Carl and I kept in contact throughout and I felt very supported through the incident. Carl had access very quickly to the correct person/department which was really helpful as waiting for responses from other services can be long and drawn out. Appropriate outcome and very sensitively handled. Great support from Carl. Thank you”

From a school

“I attended the session last Thursday evening and thought it was brilliant. Please can I have more information about how we may be able to get involved in bringing this to our school?”

RP Training Delegate Feedback

“The fact that I can put in a request and be speaking with the allocated coordinator the next day – that is what me and the family need! – So much better than when had to wait months”

FGC Referrer

“Rebecca and her team responded promptly to my request for support for a family, the referral process was easy and they met the same day. They have offered ongoing support throughout my assessment process and have been able to guide Mum which has prevented a child coming into care.”

STAY Referrer

What did OFSTED tell us?

“Senior leaders have developed a culture and an organisational ethos that value children and families and they aspire to do the very best for them. **The strengths and relationship-based social work model is embedded, with actions taken to improve services and practice having a tangible impact for many vulnerable children in Warwickshire.**”

“Children in need and child protection plans evidence progress in meeting needs, and many children and families benefit from the wide range of support services and interventions available to them. These include the **Different Futures project** and the **Caring Dads group**, enabling parents to have insight into their behaviour and to establish more constructive relationships with their children”

“Children who return home to their parents do so safely as a result of purposeful work, both before and after reunification. This is assisted by specialist services that have been established by senior leaders, such as the systemic family therapy team and **the ‘STAY’ adolescent team.**”

“Senior leaders have invested in additional **SGO support** within Warwickshire. This has strengthened opportunities for permanence for children.”

“There are **numerous examples of how services have been strengthened, or new types of services introduced**, across all areas of practice, that have provided tangible **benefits to children and their families.**”

Final reflections

- Spend time at the beginning understanding how you will see change at end. Particularly how will you measure the impact of cultural change.
- Be aware of the challenges of recruitment, particularly where funding is fixed term.
- Cultural change takes time and effort....lots of it.
- Make change relational...take the service with you.