

Integrated Early Support

Helen Brackenbury
Senior Locality Manager

Scope & Objectives

IES Current Scope:

- Children and families with multiple needs (level 3 for Children' Services, below Social Care threshold)
- Domestic abuse victims and perpetrators
- Troubled families as per the national programme
- Complex worklessness

Objectives:

- Reduce demand on acute and reactive services
- Reduce duplication
- Improve the efficiency and effectiveness of services for children, families and vulnerable people
- Improve the individual/family experience of public services



Partnership and Governance

Multi agency
To oversee the Altogether Better Programme
Provides leadership & management, strategic oversight & direction
Defined Terms of Reference

Public Service Board

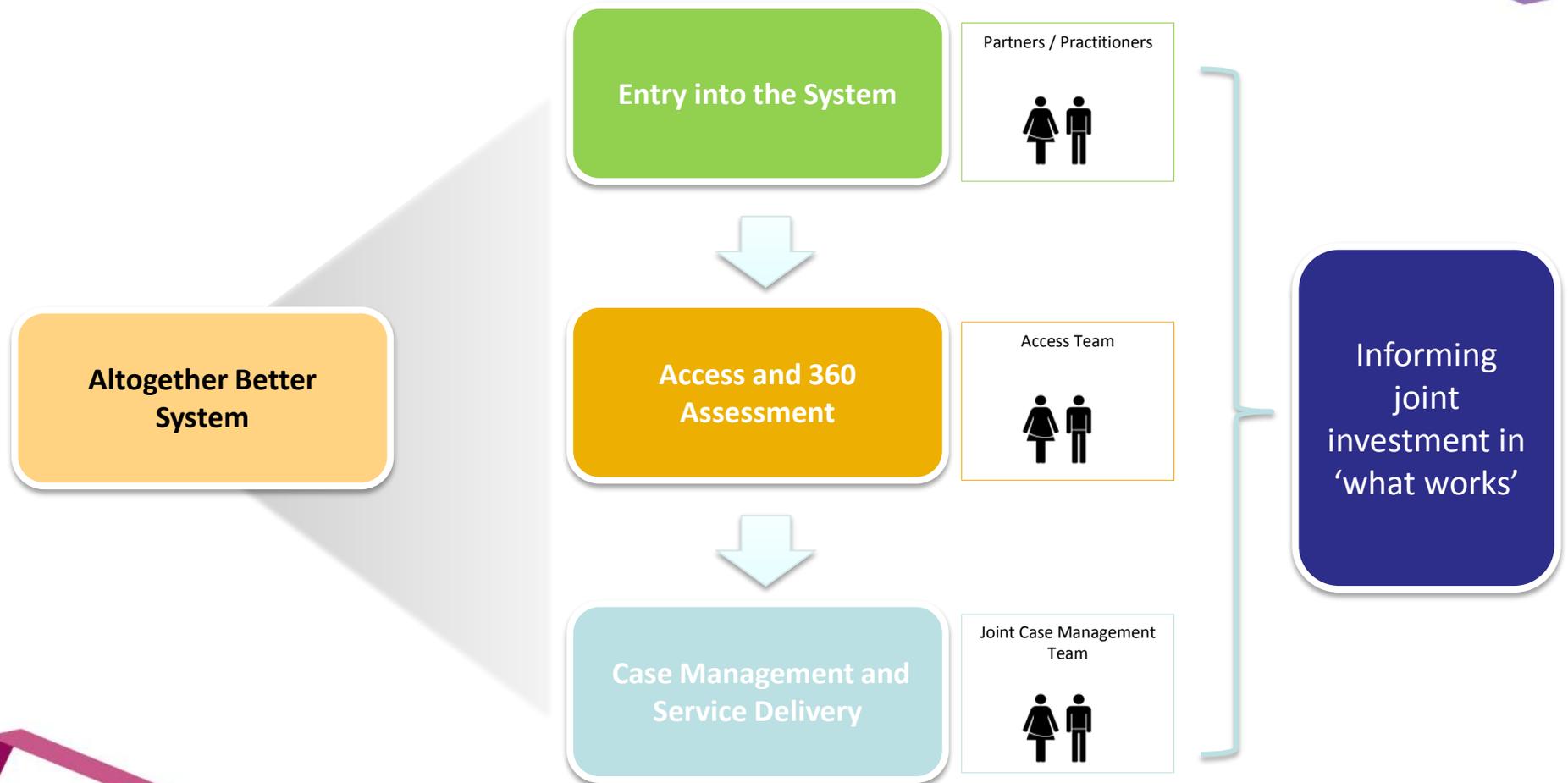
Multi agency
Manages the programme benefits realisation approach, investment appraisals & brokering investment between partners
Programme delivery/oversight of the projects delivering the Altogether Better Operational Plan
Reducing duplication across the programme & partners
Exploring opportunities for partnership working/sharing best practice

Smarter Services Board

Multi agency
Focussing specifically on Integrated Early Support as one element of the overall Altogether Better Operational Plan
Responsible for the operational implementation, delivery and success of the project

Project Board

The key stages of the Integrated Early Support Model



Integrated Early Support Pathway

Entry into the System



Access and 360 Assessment



Case Management and Service Delivery

Trigger: A professional has concerns about a child, family or individual with complex needs that require a multi-agency response.

Phone **0300 123 7047** to speak to the **Early Support Access Team** for information, advice and guidance.
If appropriate this multi-agency team will access databases from partner organisations to create a 360° profile of the family concerned. This could result in:

Escalation to acute services.

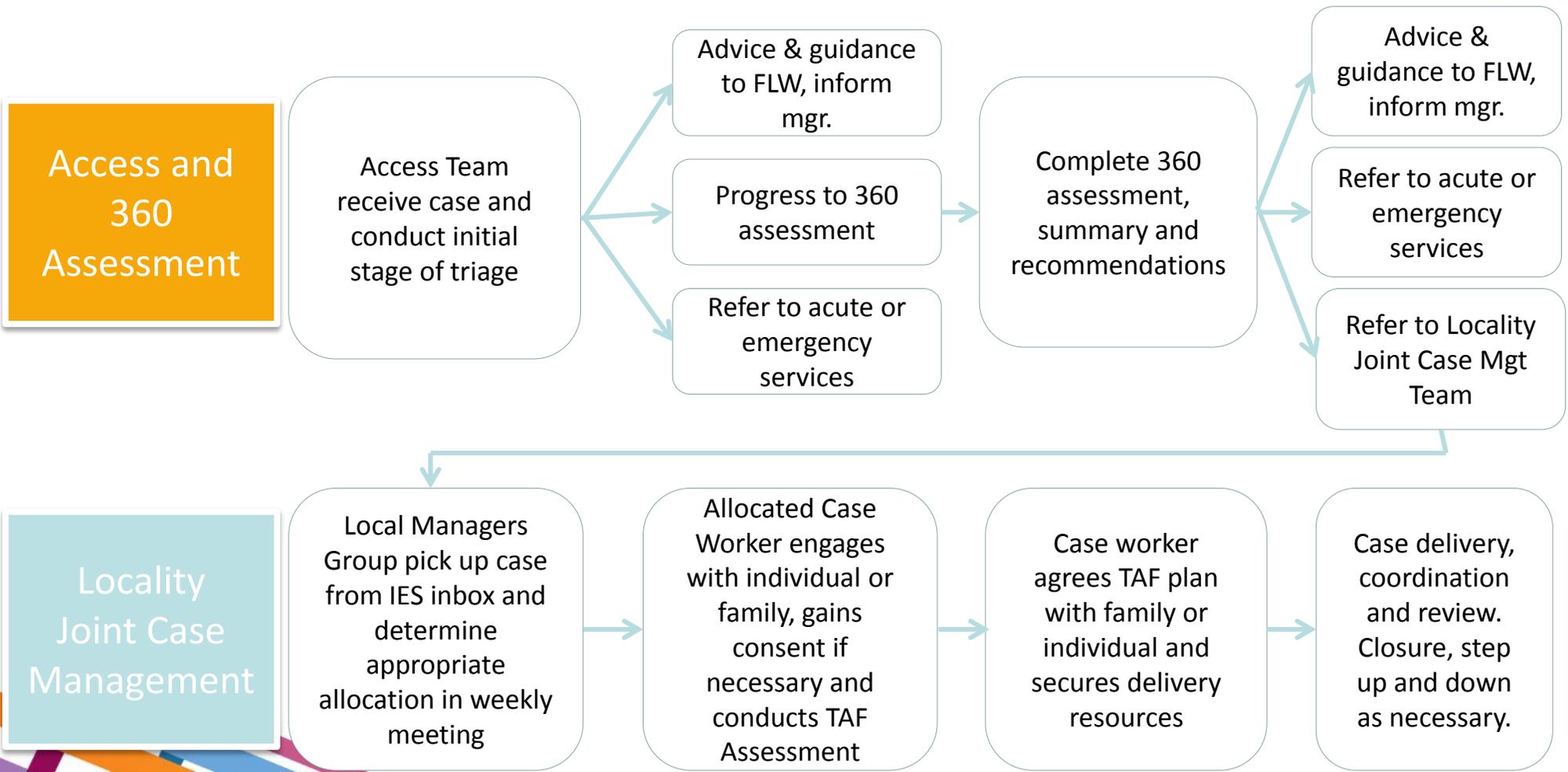
The 360° profile, with recommendations, being provided to the Locality Case Management Group.

The reporting practitioner receiving advice, guidance and any appropriate additional detail to enable them to address the issues.

Locality Case Management Groups meet weekly. Made up of managers from a range of agencies, these groups review the 360° profile, consider local intelligence and make a decision about which agency within the Integrated Early Support Case Management Team is best placed to take the lead.

Integrated Early Support Case Management Teams are made up of field staff from a number of core and associate agencies. Operating out of Children's Centres they work together to provide a multi-agency response through 'Team Around the Family' (TAF). A member of the Case Management Team will make contact with the practitioner who raised the original enquiry to discuss the case and agree the process going forward.

Flowchart of key process stages



Early Support Access Team - ESAT

- A secure and confidential environment for multi agency professionals to join up and share information
 - Accessing all core members electronic systems and brokering triage discussions with associate members, further supported by eTAF
 - Bringing a diverse range of skills, experience and perspectives together
 - Working with clear thresholds along side social care Contact and Referral team
 - A means to eliminate current complex access routes in to services and duplication of assessments with same children, families and vulnerable people
 - Signposting for agencies requiring advice and agencies providing support and demonstrating outcomes
- Reducing inappropriate calls for acute services
 - Reducing single agency assessments
 - Freeing up the front line
 - Strengthening relationships
 - Tightening accountabilities to each other
 - Quality Assurance for multi-agency assessment



Joint Case Management Teams

- Three locality teams, 'pooling' case management staff
- New Joint Agency Management Teams, owning & driving joint delivery
- Bringing a diverse range of skills, experience and perspectives together
- Working within a clear system of 'Team Around the Family' – with lead and support roles clearly defined on case by case basis
- Strengthening relationships and tightening accountabilities to each other
- Less time spent brokering inputs, freeing up resources across the team



Defining Core members:

- Multi agency case management staff working under a single line of management in co-located bases
- Retain links to home organisation through matrix model
- More likely to be staff who will take lead in case co-ordination

Defining Associate members:

- Staff not within core but expected to work within the integrated case management system
- May co-locate and can 'hot desk' within co-located bases
- May lead or play team role in case co-ordination
- Wider group of staff across agencies

Bringing it to life – an example journey



Harry lives with his Mum and younger brother. He also has three older brothers and one older sister. His Dad lives in the area. Both his parents and all his siblings have had some involvement with public services. The family has been known to social care since 1997 and police involvement is evident, along with a history of domestic violence.

Harry is described as being abusive, defiant and unwilling to respond to instructions at school. He is on a behavioural improvement plan but is not engaging, has assaulted pupils, has repeated exclusions from school, is currently at risk of permanent exclusion, has been reported missing from home several times and has started to commit crime.

Harry's Dad is currently on bail pending a case of assault and is alleged to be responsible for domestic violence towards Harry's Mum. There have been several police visits to the home address after bricks were thrown through windows. Three of Harry's older siblings have historic convictions (assault, possession of class A and C drugs, possession of offensive weapons). Harry's younger brother is receiving support from school regarding self-esteem.

The 360° process provided a comprehensive understanding of the case, including an understanding of family dynamics, which helped to identify where to focus support for the most benefit and potential avenues of engagement.

Initial engagement with Harry's Mum revealed that she recognised that she was struggling to cope and expressed a willingness to engage with Integrated Early Support.

A TAF (Team around the Family) was initiated and the issues of anti-social behaviour and education became the initial focus, working with Harry's school with support from Educational Welfare.

Identify Complex Cases & referrals

Access & 360 Assessment

Case Management & Service Delivery



Altogether better
West Cheshire

The Journey

July “soft” launch

Access Team phone line and e-forms open to agencies with core staff team members – plus secondary schools as associate members

Ongoing Action learning from operating process, review of workflow demand and capacity

Case management team work with live cases profiled through the Access Team including the transition for cases in current commissioned services

Workforce development and teambuilding for new co-located teams

October full launch

Access Team phone line and e-forms open to all agencies launched with full communications plan including users video and guidance pack

Case management team work with live cases profiled through the Access Team including the transition for all new cases requiring complex TAF solution

Workforce development and teambuilding continues for new co-located teams including Accredited family therapy training

New Early Support commissioned services in place and offering support services to children families and adults

eTAF case management system goes live.

Successes & Pitfalls

Successes

- Data sharing agreements
- Access to 15 databases
- Staff secondments, co-located teams
- Workforce development including Action Learning
- Roll out for eTaF

Pitfalls

- Avoid the temptation to put too many services in at once – start slow and grow gradually
- Don't assume ICT will work it takes time and energy to get connectivity...
- Some organisations don't understand the complexities of legal gate keeping, keep talking and be patient

Top tips

- Soft launch will allow your team to become a team, and provide a safe environment for dealing with a manageable number of cases
- Engagement , engagement, engagement
- Agree on protocols and data sharing at an early stage
- Use a locality model
- Don't be afraid to take the leap, it's hard to shift resources from reactive to preventative services

Helen Brackenbury
Senior Locality Manager

[Helen.Brackenbury@CheshireWestand
Chester.gov.uk](mailto:Helen.Brackenbury@CheshireWestandChester.gov.uk)