Commissioning Gateway Review Report & Stages Checklist

Contains:-
1. **Part 1**: Review Overview and Details
2. **Part 2**: Stages Checklist
3. **Part 3**: Gateway Approval

PART 1 – REVIEW OVERVIEW

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Service Review Lead:	Karen Benjamin
Service Review Title:	Family Support Continuum

1   Purpose of Report

1.1   This report is to request approval to move onto Stage 3 within the Commissioning Process and provide evidence the Service Review has completed all relevant tasks as part of the commissioning process.

Please tick which stages the Gateway Review Report is for:

√	Stage 2	x	Stage 4

This report addresses Stage 1 – Desired Outcomes and Stage 2 – Service Assessment for consideration and discussion.

2   Service Review Details

2.1   Service Overview

This review is a cross service review primarily within the People Directorate between Child & Family (thereafter referred to as C&F) Social Services and Poverty & Prevention (thereafter referred to as P&P). Where there are interdependencies with other service areas and cross Directorate these are highlighted as such but primarily include Education, Housing and the Local Health Board.

In Swansea we believe that Children's needs are best served in their own families if this can be safely supported. Helping families stay together must therefore be a key focus for all services and begins with early identification of need and effective early intervention. Preventative and early support services can reduce the number of children and young people

reaching the threshold for statutory intervention for example, children requiring a child protection plan, care proceedings or needing to become looked after. Most importantly preventative and early intervention support can promote good wellbeing outcomes for children and young people, helping them to live a healthy and fulfilled life.

We need to build the resilience of parents and families and give them the skills and confidence to provide a family environment in which children and young people can thrive. This includes direct support when families are struggling, as well as developing and building capacity in families, their support networks and communities, to sustain change and meet their children's long term needs.

For the purpose of this review the definition of Family Support is agreed as:

> *"Family support is both a style of work and a set of activities; combining statutory, voluntary, community and private services, primarily focused on early intervention across a range of levels and needs with the aim of promoting and protecting the health, wellbeing and rights of all children, young people and their families in their own homes and communities, with particular attention to those who are vulnerable or at risk, and reinforcing positive informal social networks".*

The Family Support Continuum stretches from universal services at Level 1, open access to all citizens in the City & County of Swansea, through to statutory child protection services at Level 4. The Family Support Services Continuum is best visually presented as:

How we Support Children and Families in Swansea
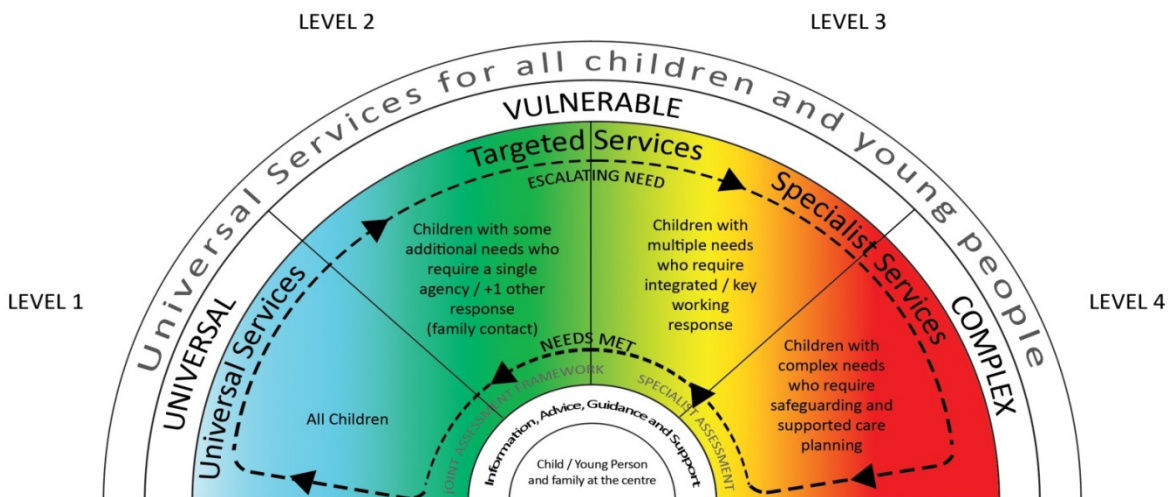
The purpose of the review is to fully map existing services on the Continuum of need, to identify gaps in service, identify duplication, review current outcomes performance, look at best practice examples of how the services on the Continuum of need could be delivered more effectively, more efficiently and within a financially sustainable framework for the future.

The Social Services and Wellbeing (Wales) Act 2014 ('The Act') is a key piece of legislation that was introduced across Wales in April 2016. It emphasises the importance of local authorities having a coherent approach to preventative work within our communities and it defines what these services are expected to achieve.

The service review has a number of overarching and interlinked Council policies, strategies and frameworks of which to be mindful. The key strategic documents are: The Early Years Strategy; Safe LAC Reduction Strategy; C&F Placement Strategy; The Child Disability Strategy; Corporate Parenting Strategy; Sustainable Swansea, Fit for the Future; and Keeping in Touch strategy/Youth progression and engagement framework .

2.2   Service Review Scope

The scope of this review is the largest to date in the Sustainable Swansea Programme. Attached at **Appendix 2** is the Scoping document which provides the detail of the family support continuum service areas within the review.

For ease of consideration and analysis those services linked to families with children and young people with a disability are clustered together.

Where services on the continuum provide similar or complementary services but across the different levels of need from Level 1 through to Level 4, these are also clustered together.

2.3   Is the current Service Model sustainable?

The review has not been tasked with specific financial savings however both C&F and P&P are tasked with identifying savings within their service areas which are likely to encompass the services within scope.

C&F have a budget reduction target of 15% equating to £6 million by the end of financial year 2017/18.

P&P have a budget reduction target of 5% of their core funding budget equating to £250,000 by the end of financial year 2016/17

A complicating factor is large areas of service within scope in P&P are Grant Funded by Welsh Government (hereafter referred to as WG). Grants equate to 75% of the overall budget for P&P. The future sustainability of these Grants is outside the control of the Council and Local Government. However in the awarding of the 2016/17 Grants WG has consulted on plans to restructure the administration of future Grants and a 12% reduction in the Families First Grant has been implemented.

Given the political context of austerity measures that creates uncertainty around future Grant awards it's important that this review consider whether elements of service funded in this way could or should, if required, be transferred to core funding streams. This will be considered at Stage 3 and Stage 4 of the review process.

The service model cannot run at a profit or full cost recoupment due to the nature of the business and scope. That said there may be opportunities for income generation which will be explored at Stage 3 and Stage 4 of the Review.

3.0 STAGE 1 – DEFINE OUTCOMES

3.1 Purpose of Stage 1

Stage 1 of the Commissioning Review process is about defining outcomes:

*What are the outcomes that we want to deliver and for whom?*

Stage 1 workshops with stakeholders took place on the 7 April 2016 and 6 May 2016 focussing on 4 main areas;

1. Hopes and Concerns
2. Family Support Continuum Service Vision
3. Needs, Current Outcomes and Desired Future Outcomes
4. SWOT and PESTEL exercises

Both workshops were facilitated by the nominated commissioning review leads and core group members' not external facilitators.

The review conducted a second workshop with frontline staff to ensure that those colleagues who will be fundamental to implementation are fully engaged in the commissioning review process from the outset. This workshop was a positive addition to the process and added to the value of Stage 1 of the review.

The workshops were attended by 68 colleagues from 8 different areas of the authority, including senior staff, front-line staff and councillors.
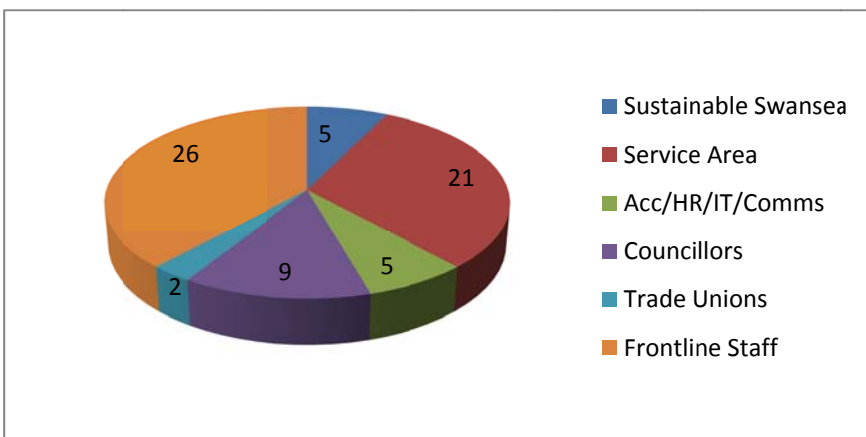
3.2 Service Vision and Outcomes

Analysis from the workshops identified the key elements of the vision to be:
- A person centred; whole family approach
- Delivered via safe and early intervention
- Through collaborative working
- And shared ICT systems
- To deliver the right family support, to the right families, at the right time.
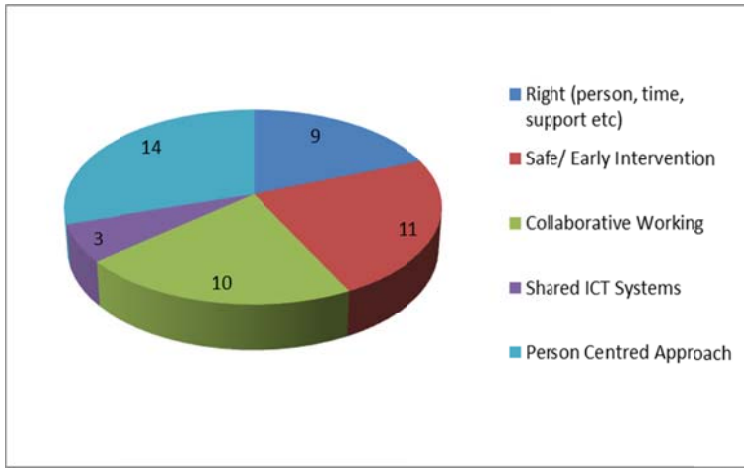
The vision can be distilled as:

> *Swansea's vision for the delivery of Family Support Services across the Continuum of Need is that through early identification of need and early intervention, targeted services working with a whole family approach will empower families to problem solve, build resilience and sustain change. The services will be delivered through collaborative multi-service and multi-agency working, supported by co-location and shared ICT systems, in a proactive, timely way to prevent escalation of need and to de-escalate existing need.*

with colleagues.
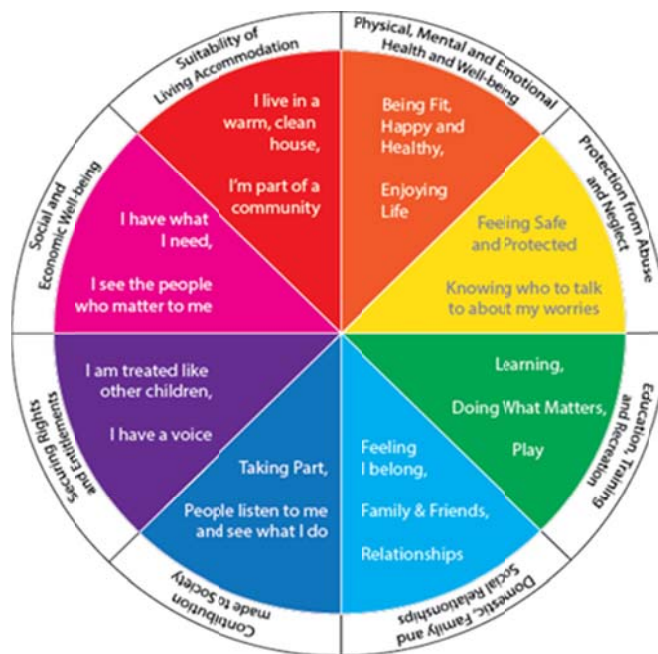
The Prevention Delivery Board, which reports to the Sustainable Swansea Board, proposed the desired outcomes for the Continuum as:

1) *Improved outcomes for children and young people by working together effectively across the continuum of need, a requirement of the SS & Wellbeing Act 2014*

2) *Provide timely support to families that promotes resilience, independence and engagement with their local community*
3) *Prevent or delay the need for more intensive interventions*
4) *Where it is clear needs are escalating, we will ensure that families move up the continuum to receive the co-ordinated support necessary to meet their needs, (a 'step-up' arrangement). For those families who are demonstrating an ability to meet their children's needs following more intensive support, a 'step down' arrangement, to an appropriate level (and eventually to universal services if possible) would be followed. By maintaining a focus on the child we want to make sure that there will always be someone who is able to identify when things are not going well for them and know what to do and where to get help or advice about possible next steps.*
5) *Make best use of resources by identifying and realising the efficiencies that can be made by coordinating existing support services (e.g. duplication, overlaps)*
6) *Prioritise and roll out new models of service delivery*
7) *Strengthen the early intervention and preventative services that already exist within the City and County of Swansea, and where necessary realign them, to support the prevention /wellbeing of vulnerable children and families at a time of identified need.*
8) *Develop a commissioning strategy across the continuum of need.*
9) *Provide a consistent approach across the authority that is understood by families, and service providers across the continuum and includes a proportional joint assessment, performance management framework, threshold document.*
10) *Consistent IT and performance management arrangements*

Data analysis of desired outcomes from the workshop is captured under the themes of:
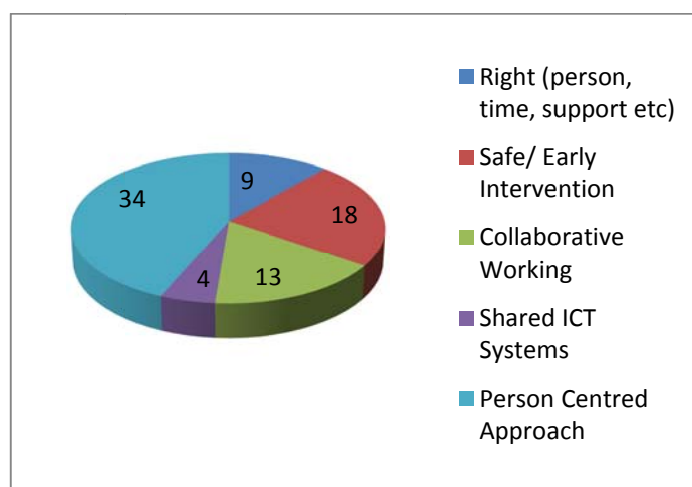
Attendees spoke in an informed, outcomes focussed, evidenced based manner on the benefits of a person / child centred model that worked with the whole family in understanding the need for change, setting clear goals, having motivation to achieve those goals and sustain them beyond the timescale of service delivery. A shift towards working with a person centred approach starting 3 years ago was a key area of discussion in identifying where good outcomes were currently being delivered and an area that should be expanded across the Continuum. Pilot projects were cited as specific examples of this in both C&F and P&P.

There was a broad consensus from attendees with the desired outcomes identified at a strategic level and it was pleasing to see real examples presented to support the direction of travel in achieving these outcomes.

The workshops identified that frontline staff have an appetite for change that will deliver these outcomes; they are engaged and positive that the review can deliver a service model across the Continuum of Need to support families at the right time and in the right way. Attendees were well informed of examples of best practice models that will feed into Stage 3 Benchmarking.

Data analysis from the SWOT exercise demonstrates balanced feedback and a commitment to looking for opportunities and solutions where there are currently perceived weaknesses or threats.
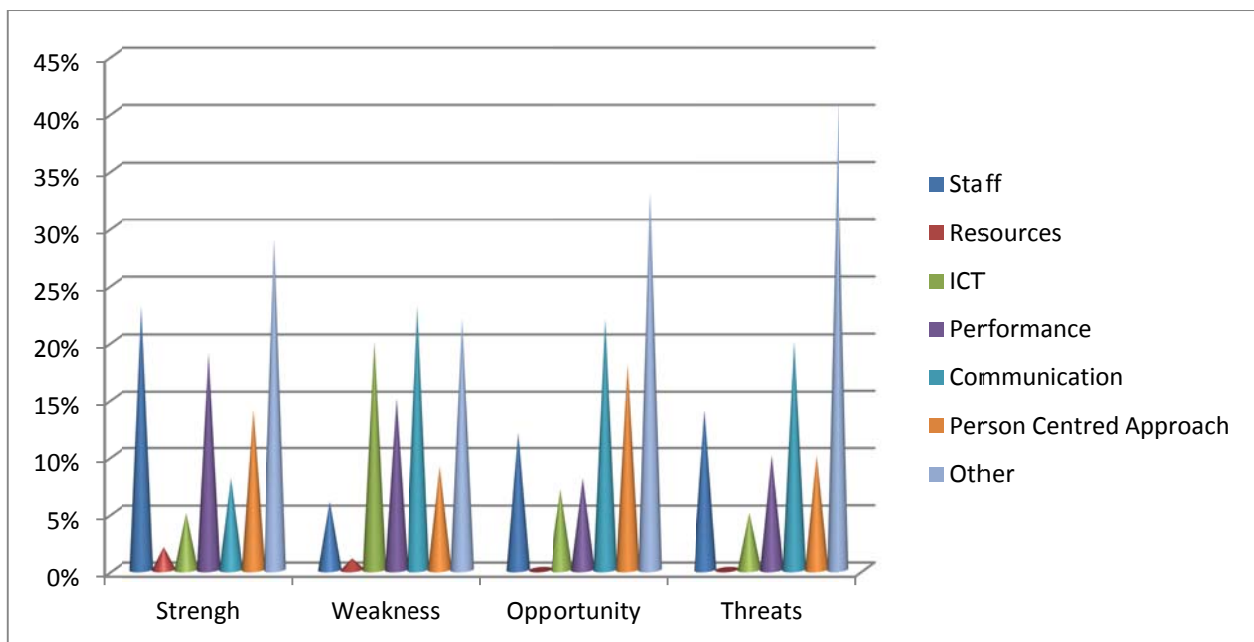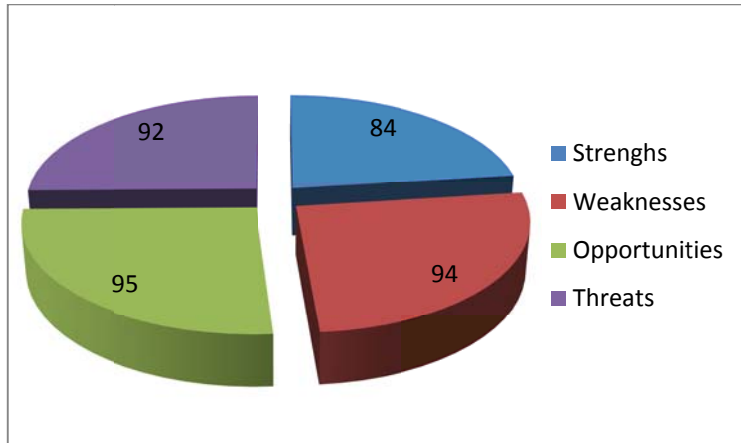
Communication between services in C&F and P&P within the scope of the review was highlighted as a key weakness, a great opportunity for us to develop the continuum through increased collaboration, co-production and shared best practice but a threat if it is not improved. There was extensive discussion about establishing clear interfaces between services to enable better communication and minimise duplication for service users 'telling their story'.

Linked to communication priorities was the weakness of ICT support to enable sharing of information. The inconsistency and incompatibility of ICT systems was a point of clear frustration across all services represented.

The use of the person / child centred approach runs as a thread through the SWOT analysis reinforcing the link to outcomes.

Data analysis from the PESTEL workshop highlights social concerns, predictably, as the main anticipated influence given the social wellbeing context in which the service model is delivered.

	Column1	Column	Column
1	Political	16	11%
2	Environmenta	21	14%
3	Social	32	21%
4	Technology	32	21%
5	Economical	25	16%
6	Legal	26	17%
		152	100%
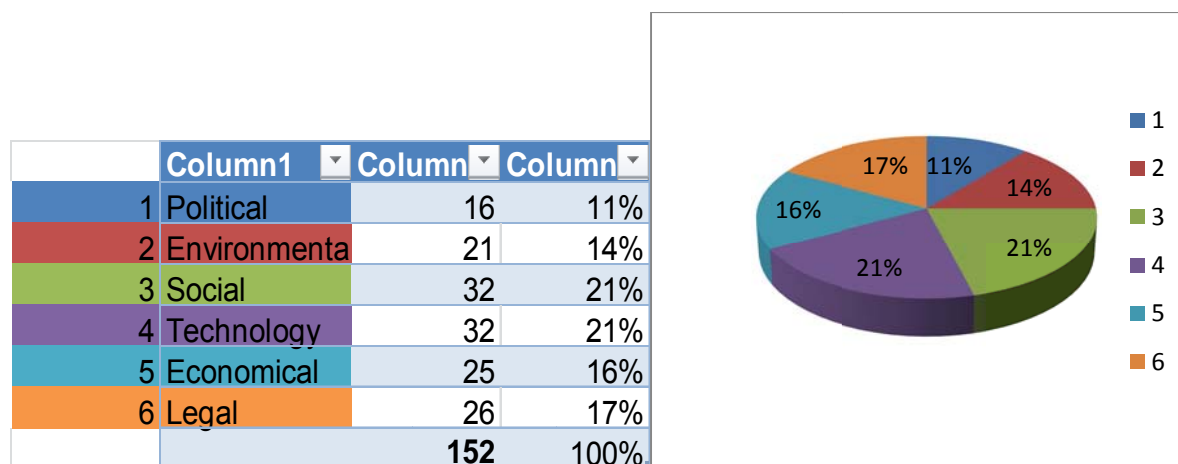
Technology is also highlighted as a key factor. This was raised in the context of how rapid technological developments are now inextricably linked to social interactions and the risks this brings to our more vulnerable children in the form of social media platforms, internet grooming, sexting, trolling etc. There is anxiety in this area that as professionals we are at least one step behind the rapidly evolving technology and identification of the risks it can pose to the fabric of families' social interactions and wellbeing.

4.0   STAGE 2 – SERVICE ASSESSMENT

4.1   The purpose of Stage 2
At Stage 2 data is collated to evidence:

> What we currently do? Do we deliver the Outcomes we need to deliver?
> How much does current service delivery cost?

4.2   **How much does the Current Service Model Cost?**

At a Service Level spend the figures are captured in the table below:

Service Area	Budget 2015/16	Actual Spend 2015/16	Variance	Core Budget	Grant Budget
C&F					
P&P					
Housing					
Total					

These figures demonstrate the level of spend by the Council is a significant investment in family support services across the continuum of need. The importance of getting the review right however is not limited in its financial impact to the services in scope but impacts critically on Council spend of C&F statutory services, adult social services and education department.

Attached at **Appendix 1** is the detail of the financial breakdown by Service area for detailed consideration.

PART 2 – COMMISSIONING STAGES CHECKLIST

(Review Lead and Team to complete, <u>please provide rationale or evidence to your responses below</u>)

There are guidance templates available as part of the Commissioning Principles & Process and these can be found on the commissioning webpages??

Stages & Key Questions	Yes/No	Appendix **
Stage 1 - Define Outcomes		
Arranged and identified a facilitator and held workshop to start the engagement and development for the Stage 1 Process.	Yes	<u>Appendix 3</u>
Did you identify and engage with initial key stakeholders to achieve Stage 1? *(This included cross section managers, frontline staff, Members and other interested staff)*	Yes	
Has the review produced the tools defined in the Principles (SWOT & PESTEL)	Yes	
Developed Statement of Vision and Outcomes	Yes	
Stage 2 – Service Assessment *(guidance available)*		
Have you identified how you measure performance, effectiveness and innovation and evidenced this as part of the Gateway report?	Yes	
Do you know what customers (in particular), staff, Members, partners etc say about the current model?	Yes	
Have you gathered all the financial data and know what is the current cost of the service we provide and do we know if this provides value for money?	Yes	
Do you work with other departments to achieve your service outcomes (e.g. SLA's, existing contracts, partnerships etc)	Yes	

** All appendixes are to be provided with the Gateway review report for reference purposes. The Commissioning Process has templates that can be provided for guidance to use or the Service Review can develop their own templates in their required format (if necessary).

PART 3 - Gateway Review Approval *(to be completed by Gateway Review)*

The Gateway Report with provide an overall status of the Review at the Gateway it's being assessed at Stage 2 and Stage 4. A RAG system will be used to highlight the overall recommendations made by the Gateway Review definitions below:-

RAG	Gateway Decision	Definition
Red	**Stop**	The Gateway identified significant issues that require immediate action before the Review can proceeds onto the next stage.
Amber	**Conditional Approval**	The Gateway identified issues that must be actioned before next Gateway Review.
Green	**Approved**	Review to proceed onto the next Stage of the process, but to address any recommendations from the Gateway Review.

Recommendations *(if applicable)*	Overall RAG
	Red ☐ Amber ☐ Green ☐

Sign off
Chief Executive :
Lead Director/Sponsor:
Review Cabinet Member:

Date:	