

Ali Stathers-Tracey
Programme Director

Complex Dependency Programme

Background

- Awarded £5m in December 2014 from Department of Communities of Local Government (DCLG)
- Vision is to establish a ground-breaking multi-agency approach to tackling issues of complex dependency for children, families and vulnerable adults across Warrington, Cheshire West and Chester, Halton and Cheshire East
- Looking to support 10,000 people - cohort drawn from:
 - adults and children involved in crime or anti-social behaviour
 - children who have problems at school
 - children who need help
 - adults out of work or at risk of financial exclusion
 - individuals and families affected by domestic violence and abuse
 - individuals with a range of (non-age related) health problems
 - young people affected by homelessness/rough sleeping

Rehearsing the Issues...

System as a whole not working, characterised by:

- multiple assessments, many key workers and multiple data systems
- fragmented accountability and ownership of the problem
- a gap in the space between service users and crisis services leading to a lack of suitable provision to meet complex needs
- a focus on individuals without considering their social/family context
- a lack of capacity to redesign the system due to day-to-day pressures

Where Are We Now?

2 sub-regional partnership workshops

- Agreed a single vision
- Agreed the partnership governance arrangements
- Agreed the performance outcomes
- Agreed links between the sub Programme Board, Programme Team and Localities
- Agreed the detailed delivery plan
- Commissioned programme coordination arrangements with each Local Authority

What is our Vision from the Change Programme

- A better customer experience with a single point of contact, a single plan, a single lead worker and a single system
- A more empowering approach that enables agencies to tackle the root causes involved in complex needs
- Maintenance of discretionary services that would otherwise be at risk of service reductions if demand on crisis services continues to rise
- Reduction in domestic abuse incidents
- Improved family stability and reduction of children in care
- Improved employment rates for the most complex households
- Reduction in incidents of anti-social behaviour and reduced re-offending/victimisation
- Improved well being for children, families and complex adults (excluding elderly)

The Model – Integrated Front Door

- A **defined route** into services - a **single point of access** and triage
- A dedicated **multi-agency team**, co-located and coordinated by single line management
- **Agreed protocols** and pathways/links with a wide range of partner agencies
- Staff **securing consent** (whenever possible/appropriate) at the identification stage and utilising existing legislation for any safeguarding/community safety scenarios
- Production of a **360° profile** for cases which cannot be supported by universal services or does not reach the threshold for a crisis intervention
- Development of core **information sharing agreements** to enable good, rounded judgements on how cases should be progressed
- A clear view of the **customer perspective** (customer journey mapping) to understand the experience/response a front line worker has when referring cases
- Opportunity for the team to **suggest amendments** to the emerging business processes to improve this customer experience (linking into work of locality case management team)
- A **common ICT** platform

The Model – Locality Case Management

- **Multi-agency, co-located teams**, coordinated by single line management arrangements
- Clear **job descriptions** in place for all staff
- **Locality hubs** providing access to partners own ICT arrangements
- **Team around the Family (TAF) model** of working in place - providing the basic framework for assessment and partnership input to case management
- **Key worker or lead professional** allocated to a family or individual to coordinate activities and provide support, advocacy, advice and challenge where necessary
- **Single case management** system for case recording with appropriate training
- Opportunity for teams to **suggest amendments** to the emerging business processes to improve the customer experience (linking into work of the integrated front door team)
- **Joint workforce development and training plans** in place which support multi-agency working - in particular effective induction programmes and partnership development programmes

Joint Commissioning - evidenced based interventions

- Invest in interventions with a **proven track record** of reducing demand on crisis services
- **Local Directory of services** and support that can be accessed by case work staff
- **Learning** from the increasingly joined-up work on the front line and informing future service specifications where key services are being commissioned
- Commissioners **co-produce and design new service specifications** with Health, Education and Social Care to align support against the likely demand
- The need to work within the new integrated model of delivery is fed into any key **services being re-commissioned**
- Development of a **Joint Strategic Commissioning Group for the sub region**

Benefit Realisation/Performance Management

- A framework which can effectively illustrate the **value and benefits** of the integrated working
- Development of **clear and measurable metrics** for outcomes and indicators - focusing on:
 - **process/system flows** - flow of individuals through the system (are we identifying issues earlier, are we reducing timescales for specific aspects of work with families, are we reducing the process and bureaucratic burden on families/practitioners etc?)
 - **experience of front-line staff** - to understand their own experiences and if, from their view, the new integrated model is improving outcomes and the customer journey for families
 - **case studies** of families 'telling the story' of the new model in practice - providing a before and after picture to demonstrate distance travelled and understand where we are having the biggest impact
 - **demand measures** - to demonstrate the type of change the model is expected to deliver over time (e.g. reduction in child protection caseloads, reduction in No. of ASB cases, reduction in attendance at A&E as a result of domestic abuse, reduction in evictions from registered provider properties etc.)
- Partners developed **localised unit costs** for each demand measure so that reporting on the financial benefits to partner organisations can be produced

Workforce Development, Communications and Engagement

- Clear and effective **multiagency workforce development plan** and delivery arrangements in place at outset - with a key focus on induction and partnership development (looking at the range of different skills, systems and cultures)
- **Action Learning Sets (ALS)** in place across the key themes and localities to ensure staff are engaged and informing the emerging processes/model of integrated working with direct experiences
- **Communications plan** developed for the whole range of stakeholders (internal/external) to ensure consistency of message and progress updates across partners
- Generate **awareness** and establish clear arrangements for key partners to support and benefit from integrated working

Sub-regional consistency and efficient aspects

Data Sharing Agreements & ICT Interface
Operating Working Protocols and processes
Data performance reporting and Evaluation

Complex cases
filter in to a single
access/triage point
in each LA areas
(Access Team)

ICT Interface
enables triage of
family data and
info from many
agency systems

Cases allocated in
to locality case
work teams on a
weekly basis

Single Plan agreed
Lead professional
engages
family/individual

Connections to CART, CSE Teams
Locally delivered services
Specific commissions against local need and gaps

Locally appropriate aspects

What this means for Sub-Regional Partners

- What other strategic developments do we need to be aware in the sub-region that will impact on complex dependency cases?
- What are the connections we need to make beyond children, family and vulnerable adult services?
- How can you add value to the programme at a local and sub-regional level?
- How can we best communicate the change programme for you and your services?

Any Questions?