



Department
for Education

Family Safeguarding

Evaluation report

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Key messages

This report presents the findings of an independent evaluation of Family Safeguarding in Hertfordshire, Bracknell Forest, Luton, Peterborough and West Berkshire. Family Safeguarding is a whole system reform of child protection services that aims to keep children safely within their families by identifying and meeting need. Core elements of Family Safeguarding include Motivational Interviewing (MI), Group Case Supervision (GCS), an Electronic Workbook and an eight module intervention programme.

Practitioners, social work managers and senior leaders in all five authority areas expressed overwhelming support for Family Safeguarding, including near universal agreement that it represents a more effective way of working than its predecessor services. Frontline practitioners routinely cite Family Safeguarding as the best model for delivering children's social care they have experienced.

The parents and carers that contributed to the evaluation typically said that through Family Safeguarding, they feel they have been worked with and not done to. Most also said that their chances of making lasting, beneficial changes to their lives had improved as a direct result of Family Safeguarding.

The evaluation demonstrates that multi-disciplinary working – and specifically the integration of specialist adult workers within social work teams – is the foremost success factor of Family Safeguarding. It has given families prompter access to specialist input and has provided more joined-up and tailored packages of support. Other success factors include MI (which has improved engagement and ownership amongst families) and GCS (which has enabled practitioners to better manage risk and be more reflective).

In each authority, there have been statistically significant reductions in looked after children numbers and/or Child Protection Plans in the two years following the introduction of Family Safeguarding. Police call-outs have reduced by up to two-thirds and there are signs that Family Safeguarding is reducing the frequency of unplanned, reactive mental health contacts amongst the adults it supports.

The data available to the evaluation suggests that the financial case for Family Safeguarding is strong. Based on reductions in looked after children and Child Protection Plans alone, the annual savings exceed the annual delivery costs within two years and the break-even point (where cumulative savings exceed cumulative costs) occurs shortly after.

This evaluation supports the wider roll-out of Family Safeguarding and concludes that where children's social care is not yet being delivered via close multi-disciplinary working and a solution-focused ethos, Family Safeguarding has the potential to improve outcomes and save money.

Executive summary

Introduction

This report presents the findings of an independent evaluation of Family Safeguarding in Hertfordshire, Bracknell Forest, Luton, Peterborough and West Berkshire. Hertfordshire implemented Family Safeguarding under Round One of the Department for Education's Children's Social Care Innovation Programme and continued the model into Round Two. The other four authorities (referred to in this report as the 'new authorities') implemented Family Safeguarding under Round Two.

The project

Family Safeguarding is a whole system reform of child protection services. It brings together the professionals working with a family as one team and aims to keep children safely within their families by identifying and meeting need. Using motivational practice, multi-disciplinary teams work on addressing the compounding factors known as the 'trio of vulnerabilities': domestic abuse, parental substance misuse and parental mental health. There are five core components of the Family Safeguarding model:

1. **Multi-Disciplinary Teams (MDTs):** specialist adult workers with domestic abuse, substance misuse and mental health expertise working within social work teams.
2. **Motivational Interviewing (MI):** a strengths-based approach designed to better engage and structure conversations with families.
3. **Electronic Workbook:** a new method of recording case notes that aims to improve information sharing and reduce the amount of time practitioners spend on reporting.
4. **Group Case Supervision (GCS):** monthly supervision meetings for each case, allowing practitioners to review progress, discuss outcomes and agree next steps.
5. **Eight Module Intervention Programme and Parenting Assessment:** the intervention programme provides a framework for practitioners' direct work with children and families through Family Safeguarding. The parenting assessment enables practitioners to capture the work completed through the intervention programme and document the outcomes achieved. Appendix 3 provides more detail on the intervention programme and parenting assessment.

The evaluation

The evaluation assesses the implementation and impacts of Family Safeguarding. The primary research included more than 100 qualitative consultations with social

work/service managers, three waves of practitioner e-surveys that generated almost 800 responses, practitioner focus groups with 200 attendees and qualitative consultations with parents and carers from 88 families supported by Family Safeguarding. Individual level and local authority level quantitative data has informed an assessment of the impact of Family Safeguarding on key social care indicators and a cost-benefit analysis.

Key findings

The evaluation findings clearly suggest that Family Safeguarding is effective at preventing children from becoming looked after (where that is safe and appropriate) and at reducing the number of children on Child Protection Plans. Data analysed for the evaluation shows large reductions in police call-outs in the twelve months after families are transferred in to Family Safeguarding. It also shows large reductions in the frequency of mental health crisis contacts.

Family Safeguarding enjoys strong support from social work practitioners and specialist adult workers. A large majority of those staff that contributed to the evaluation agree that it stimulates more sustained engagement and generates better and longer lasting outcomes for families than the social work models it has replaced. Practitioners in each of the five authority areas made it clear during the evaluation that they would like Family Safeguarding to be continued. They expressed no desire to return to the previous ways of working.

The parents and carers that contributed to the evaluation typically said that through Family Safeguarding, they feel they have been 'worked with and not done to'. Most also said that their chances of making lasting, beneficial changes to their lives had improved as a direct result of Family Safeguarding.

The data available to the evaluation suggests that the financial case for Family Safeguarding is strong. Based on reductions in looked after children and Child Protection Plans alone, the annual savings exceed the annual delivery costs within two years in each of the new authorities and the break-even point (where cumulative savings exceed cumulative costs) occurs shortly after. Within two years of break-even, cumulative savings to each authority are estimated to be at least £2m.

Evidence from Hertfordshire suggests that the impacts of, and enthusiasm for, Family Safeguarding do not become diluted within four years of implementation. The reductions in looked after children and Child Protection Plan numbers in Hertfordshire have been sustained, as have the reductions in police call-outs. Re-referral rates reduced significantly in the first two years of Family Safeguarding and have stayed broadly at that level in the subsequent two years.

The evaluation has identified a number of critical success factors for Family Safeguarding. Central amongst them is the inclusion of specialist adult workers, although it is not just their presence in the teams but their close working with social workers and informed input into risk assessment that makes the difference. MI empowers families and promotes a sense of involvement and ownership. Domestic abuse is approached with support for the victims at the forefront, but also with interventions available to assist perpetrators in making permanent changes to their behaviour.

Lessons

A replicable and effective model: the evaluation supports the wider roll-out of Family Safeguarding and concludes that where children's social care is not yet being delivered via close multi-disciplinary working and a solution-focused ethos, then Family Safeguarding has the potential to improve outcomes and save money.

The importance of multi-disciplinary working: in the context of understanding what makes Family Safeguarding a success, it is difficult to overstate the significance of multi-disciplinary working. The evaluation has found that the teams function at their best when they are co-located, have been trained in MI and when GCS processes work well and meetings are well attended. It is these factors combined that foster the multidisciplinary approach about which the parents and carers in this evaluation have been so complimentary.

Domestic abuse perpetrator support: there is a growing body of research to demonstrate the effectiveness of domestic abuse perpetrator interventions. This research is supported by qualitative feedback from social workers and specialist adult workers during this evaluation about the effectiveness of perpetrator interventions. It is also clear from the evaluation that demand for perpetrator support has been consistently high. Consequently so have the caseloads of the perpetrator worker. Authorities that are new to Family Safeguarding have the opportunity to learn from this and to resource those posts accordingly.

Recording: it is important to acknowledge that practitioner views towards Family Safeguarding's Electronic Workbook became more positive during the evaluation period, especially in the new authorities. However, some practitioners are still uncertain over what should be recorded and where. Given the importance of accurate recording to effective case management, it is important that all authorities – old and new – delivering Family Safeguarding ensure that staff are clear on the guidelines and standards and that these are consistently applied across all teams.

Evaluation as a platform for winning hearts and minds: organisational change is not easy. The five local authorities within the evaluation scope have all willingly embarked on the journey of implementing Family Safeguarding, but all have faced challenges in

embedding whole-system reform. The findings in this evaluation report should therefore be widely shared and explained to local authorities. They can help to reinforce the rationale for introducing Family Safeguarding and for committing the time, effort and initial financial investment that it involves. The report showcases not only the short-term impacts of Family Safeguarding but it also (via the findings from Hertfordshire) lends weight to the argument that these impacts can be sustained over a longer period. It does this with strict independence and objectivity.

1. Overview of the project

Project context

Family Safeguarding is a whole system reform of child protection services. The model aims to keep more children that are at risk of abuse and neglect safely within their families by identifying and meeting need. Rather than focusing on identifying risk, multi-disciplinary teams, using motivational practice, work on addressing the compounding factors known as the 'trio of vulnerabilities' that are known to cause harm to children: domestic abuse, parental substance misuse and parental mental health.

Hertfordshire County Council received funding through Round One of the Department for Education's Children's Social Care Innovation Programme (hereafter referred to as the Innovation Programme) to implement Family Safeguarding. In Round Two of the Innovation Programme, Family Safeguarding was introduced in four other local authority areas: Bracknell Forest, Luton, Peterborough and West Berkshire. These are referred to in this report as the 'new authorities'. Hertfordshire County Council also continued delivering Family Safeguarding during Round Two.

Later sections of this report show that the reductions recorded against key indicators – namely the rate of looked after children and the number of Child Protection Plans – are considerably larger in Hertfordshire than in the other authorities. As a result, the break-even point occurs earlier in Hertfordshire and the cost savings are greater. This is influenced by a number of factors, including Hertfordshire having delivered Family Safeguarding for longer and them having been the original creators of the model. Largely by virtue of its size, Hertfordshire also has proportionately lower fixed costs on Family Safeguarding than the new authorities. In addition, the senior management team responsible for Family Safeguarding in Hertfordshire remained relatively stable throughout its implementation.

Project aims and intended outcomes

Table 1: Intended outcomes of Family Safeguarding

For families:
<ul style="list-style-type: none">• Increase engagement with professionals, leading to more help and support.• Provide a multi-disciplinary, whole family response enabling issues with parents and children to be addressed effectively.• Provide more responsive and timely support, leading to reduced drift and delay.• Keep more high-risk families together safely.• Improve health and educational outcomes for children.
For practitioners¹:
<ul style="list-style-type: none">• Enable practitioners to undertake more direct work² with families.• Develop skills and knowledge.• Strengthen information sharing and shared decision-making.• Minimise pressure for social work practitioners through reduced caseloads.
For local authorities:
<ul style="list-style-type: none">• Provide high quality services at lower cost.• Improve cross-agency partnership working.

Project activities

Family Safeguarding brings together the professionals working with a family as one team. Social workers, family support workers, domestic abuse practitioners, recovery workers, mental health practitioners and psychologists are co-located to facilitate improved dialogue and shared decision-making. The intention is that families' needs are met in a more holistic way, leading to reduced risk and better outcomes. Family Safeguarding uses a strengths-based approach with practitioners trained in Motivational Interviewing (MI). Practitioners work closely with parents to motivate them to take ownership of their support and the ensuing change.

¹ Throughout this report, 'practitioners' is used as a collective term for social workers, family support workers, children's practitioners and adult workers.

² Direct work is defined here as face-to-face contact time with children and/or families.

There are five core components of the Family Safeguarding model:

1. **Multi-Disciplinary Teams (MDTs):** specialist adult workers with domestic abuse, substance misuse and mental health expertise working within social work teams.
2. **Motivational Interviewing³:** a strengths-based approach designed to better engage and structure conversations with families.
3. **Electronic Workbook:** a new method of recording case notes that aims to improve information sharing and reduce the amount of time practitioners spend on reporting.
4. **Group Case Supervision (GCS):** monthly supervision meetings for each case, allowing practitioners to review progress, discuss outcomes and agree next steps.
5. **Eight Module Intervention Programme and Parenting Assessment:** the intervention programme provides a framework for practitioners' direct work with children and families through Family Safeguarding. The parenting assessment enables practitioners to capture the work completed through the intervention programme and document the outcomes that have been achieved.

³ 'A client-centred, directive therapeutic style to enhance readiness for change' (Rollnick and Miller, 1995).

2. Overview of the evaluation

Evaluation questions

1. Has Family Safeguarding been implemented as planned in the four new authorities?
2. What are the impacts of Family Safeguarding for children and families?
3. What are the impacts of Family Safeguarding for the social care workforce?
4. How has Family Safeguarding impacted on the demand for social care services?
5. Does Family Safeguarding save costs for local authorities and partner agencies?
6. Do the impacts of Family Safeguarding vary between local authorities? If so, why?
7. In Hertfordshire, have the benefits from Round One been sustained?

Evaluation methods

Strategic consultations

Activity: an annual programme of one-to-one, semi-structured consultations with local authority managers and senior managers responsible for the delivery of Family Safeguarding.

Volume: 107 consultations.

Focus: implementation, recruitment and retention, partner agency involvement, leadership and governance, sustainability planning.

Practitioner surveys and group consultations

Activity: three quantitative e-surveys with Family Safeguarding frontline practitioners, supplemented by semi-structured group consultations to explore the survey results in greater depth. The surveys took place in early 2018, late 2018 and late 2019.

Volume: 779 e-survey responses⁴ and 200 group consultation attendees.

Focus: parental and family engagement, MI, GCS, caseloads, training and support, outcomes and impacts of Family Safeguarding.

Responses to the late 2019 survey (the most frequently referenced of the three evaluation surveys in the main report) have been included at Appendix 5, split by local

⁴ In each of the three waves of surveying, the volume of responses gives an estimated margin of error of 4.93% at a 95% confidence interval.

authority. The number of responses, percentage response rate and estimated margin of error in the results for each local authority are shown in Table 2. Where the survey results are compared across authorities or across years in the report, the reported differences are all statistically significant.

Table 2: Responses to the late 2019 practitioner survey

Local authority	No. practitioners in late 2019 sample	No. responses	% response rate	Estimated margin of error ⁵
Bracknell Forest	43	38	88%	5.49%
Hertfordshire	222	82	37%	8.60%
Luton	60	18	30%	19.49%
Peterborough	58	30	52%	12.34%
West Berkshire	41	37	90%	5.09%

Source: York Consulting

Family consultations

Activity: semi-structured consultations with members of families supported by Family Safeguarding. The consultations were undertaken as a rolling programme of primary research during the 2018 and 2019 calendar years.

Volume: 88 families across the five authorities. Usually one family member – typically the mother/female carer – was interviewed, although on occasion both parents/carers requested that they be consulted together.

Focus: experience of multi-agency support, comparisons with previous experiences of social services (where applicable), changes and improvements in family circumstances as a result of Family Safeguarding.

Analysis of Family Safeguarding performance data

Activity: collection and analysis of individual level and local authority level quantitative data relevant to Family Safeguarding:

- The local authority level data focuses on the key social care indicators of looked after children rates and Child Protection Plan numbers. It covers pre-implementation and post-implementation timepoints, allowing for time-adjusted analysis using Poisson regression for the rate outcome (looked after children) and logistic regression for the binary outcome (Child Protection Plan numbers).

⁵ At a 95% confidence interval

- The individual level data includes pre and post-implementation figures for police call-outs and shows whether, and how many, children were placed on a Child Protection Plan or became looked after during or following their support through Family Safeguarding. In the new authorities, chi-square tests assessed whether statistically significant differences exist in the outcomes experienced by families supported by Family Safeguarding immediately following its launch with those supported once the model was fully established. This is subsequently referred to in the report as 'cohort analysis'.

Volume: the individual level data covers 5,119 people supported by Family Safeguarding across four of the five authorities (Bracknell Forest, Hertfordshire, Peterborough and West Berkshire). The authority level data focuses on children aged under 12 (the recognised target group for Family Safeguarding) and compares data from the Family Safeguarding teams with equivalent data from the teams that existed prior to Family Safeguarding. As such it provides a good like-for-like comparison.

Focus: key social care indicators (Child Protection Plans and looked after episodes) and police call-outs. In addition, data on A&E and unplanned hospital admissions was supplied by one local authority and data on the use of mental health services by Family Safeguarding beneficiaries was supplied by two authorities.

Changes to the evaluation methods

It tended to take the authorities longer than planned to identify and/or obtain consent from families to participate in the evaluation. In addition, some families agreed to take part but subsequently changed their minds or had to withdraw due to arising circumstances. As a result, the family consultations took place as a rolling programme of activity throughout 2018 and 2019, whereas originally they were scheduled as discrete, time-bound blocks of research activity. However, there is nothing to suggest that this has altered or skewed the findings from that strand of the evaluation.

Limitations of the evaluation

Response rates on the practitioner e-surveys have varied considerably by local authority, from 30% in Luton to 90% in West Berkshire. The completeness of the individual level and authority level quantitative data supplied by the authorities has also varied, placing some limitations on the breadth and depth of the analysis. For example:

- Luton were not able to supply the requested individual level data within the evaluation timeframe. As such, Luton has not been included in the quantitative analysis of police call-outs nor in the cohort analysis. Also of note is that Luton's Child Protection Plan data is not routinely separated by age group, making it very difficult for the authority to supply data for children aged under 12. Therefore, the analysis of savings to the

public purse in Luton is based only on changes in the rate of looked after children (which is available for under 12s).

- Hertfordshire was the only authority that was able supply data on A&E visits and unplanned hospital admissions amongst the Family Safeguarding cohort.
- The data supplied by the authorities on educational absences varied considerably in terms of the time periods it covers and its completeness. This made it difficult to form an objective view on whether, and to what extent, Family Safeguarding has caused absence rates to reduce amongst the children it has supported.

Also of note here is that Bracknell Forest implemented an all-age Family Safeguarding service, whereas the other authorities have focused their support on children aged under 12. The quantitative impact assessment in this evaluation focuses primarily on under 12s, but there is data to suggest that Bracknell Forest have also impacted on the older age group. For example, 15 young people aged over 12 became looked after in Bracknell Forest between October 2017 and March 2018 (i.e. prior to the full implementation of Family Safeguarding). Between October 2018 and March 2019, the equivalent figure was four young people.

More broadly, the evaluation provides new insight into the short-term impacts of Family Safeguarding but, because the evaluation could only assess two years of delivery in the new authorities, it unavoidably says less about the persistence of those impacts and how they may benefit families over the longer term. That said, elements of the Hertfordshire data cover four years of post-implementation activity and therefore provide a view on the lasting effects of implementing the model.

3. Key findings

Has Family Safeguarding been implemented as planned in the four new authorities?

In the main, the core components of Family Safeguarding (covered in turn below) have been implemented as planned in the new authorities, helped by the support and coaching provided to those authorities by Hertfordshire County Council. Implementation challenges on a change programme of this scale are not unexpected; where they have occurred in the new authorities, they have typically involved the timely recruitment of specialist adult workers and securing full attendance at GCS sessions.

Multi-disciplinary working

Multi-disciplinary working – and specifically the integration and co-location of specialist adult workers within social work teams – was routinely cited by practitioners, senior local authority stakeholders and parents/carers in each local authority area as the foremost critical success factor of Family Safeguarding. In late 2019:

- 85% of the 166 social work professionals⁶ responding to the evaluation survey said it was easy for them to access support for families with mental health issues, up from 13% when the first evaluation survey took place in early 2018.
- 89% of the social work professionals said it was easy for them to access substance misuse support for families (up from 39% in 2018).
- 85% of the social work professionals said it was easy for them to access domestic abuse support (up from 36% in 2018).

The lower figures in the earlier survey reflect the fact that Family Safeguarding was operational in the new authorities before the adult worker vacancies had all been filled (this was explained by practitioners in the free-text responses in the surveys and corroborated during the qualitative consultations with social work managers). This is not a criticism; on the contrary, it is impractical to have all adult workers in post from day one given the need to work notice periods on previous posts. However, it took longer than expected for each of the new authorities to fill their adult worker vacancies, an issue which they attribute mainly to a national shortage of suitable applicants with the relevant specialisms and expertise.

Bracknell Forest and West Berkshire had recruited their full cohort of adult workers by mid-2018. The challenges in Luton and Peterborough persisted for longer. Luton did not

⁶ Defined here as social workers, senior social workers, team managers and children's practitioners.

reach its planned quota of domestic abuse workers during the evaluation timeframe⁷, whilst Peterborough experienced ongoing difficulties in recruiting mental health specialists. As a workaround, both authorities offered secondments in place of permanent posts.

Motivational Interviewing (MI)

A clear finding from the evaluation is that MI is a cornerstone of the Family Safeguarding model and has been greeted with enthusiasm by practitioners in each of the five authorities:

- 94% of the 205 practitioners surveyed for the evaluation in late 2019 said they use MI in their work.
- 88% cited it as an effective way of working with families.

The quote below from a social worker echoes many similar remarks made during the practitioner focus groups undertaken for the evaluation.

“Families feel like they are working with us, rather than being told what to do. They are more engaged in the process and they do notice the difference. They feel that they are leading the process.” (Social worker)

Practitioners also noted the benefits of refresher training in MI and of ensuring that social workers new to the authority receive MI training as promptly as possible upon recruitment.

Electronic Workbook

Based on practitioner feedback gathered during the evaluation, the Electronic Workbook has been the least well-received element of Family Safeguarding in the new authorities. In the 2019 survey, just over half of the practitioners (53%⁸) said it helped them to manage their caseloads effectively, while in the focus groups the recurring message was that it had not yet reduced their administrative workload. The focus groups also pointed to inconsistencies in practitioners’ understanding of specifically what, and how much, information should be recorded in the Workbook. That said, it is of note that the parenting

⁷ This was initially due to a shortage of suitable applicants and then to the uncertainty surrounding the re-nationalisation of the probation service (which supplies the domestic abuse workers in Luton).

⁸ This excludes the survey results from West Berkshire, where the Electronic Workbook was not being used at the time of writing. There were no statistically significant differences in views towards the Workbook across the other authorities.

assessment – which as explained below received very positive feedback from practitioners – actually resides within the Workbook.

Due to compatibility issues with local authority IT infrastructure, the Workbook has not been implemented in West Berkshire. However, Family Safeguarding practitioners in West Berkshire record their case notes in a very similar way to their counterparts in the authorities where the Workbook is being used.

Parenting Assessment and Eight Module Intervention Programme

The vast majority of social workers report undertaking parenting assessments and using the eight module intervention programme (92% and 85% respectively of those that responded to the 2019 practitioner survey). Three-quarters (73%) agreed that the assessments had improved the quality of their practice, particularly in helping them to plan and structure family visits and understand families' circumstances and needs.

The only issue raised by practitioners about the intervention programme and the parenting assessment is whether all elements should be mandatory for each family. The majority view amongst the social work managers that contributed to the evaluation is that they should be mandatory to ensure consistency of approach and to maintain the veracity of the Family Safeguarding model. Social workers recognise this – and in the main they demonstrated wholehearted support for Family Safeguarding – but during the focus groups it was suggested that they would welcome discretion over whether a full assessment is required with every family.

Group Case Supervision (GCS)

GCS is being widely used within Family Safeguarding: in the late 2019 survey, 98% of practitioners in the new authorities reported taking part in GCS sessions (the corresponding figure in the previous survey was 92%). Practitioner feedback on GCS is generally very positive:

- 97% of surveyed practitioners agreed that GCS results in the right decisions being taken on cases.
- 96% agreed that GCS enables them to better manage risk.
- 86% agreed that GCS has helped them to be more reflective.

As explained in the box below, West Berkshire and Bracknell Forest have committed additional administrative resource specifically to GCS. The practitioners and social work managers in these authorities that attended the evaluation focus groups agree unanimously that this has resulted in consistently high attendance and that the GCS process works very well.

GCS in West Berkshire and Bracknell Forest

In these authorities, GCS sessions are diarised a year in advance and reminders are issued in the run-up to each session. Practitioners are asked to complete case summaries in time for review by team managers and real-time minutes are taken during the GCS sessions. Social work managers regularly quality assure GCS processes and activities. Non-attendance at the sessions is only permitted by exception.

What are the impacts of Family Safeguarding for children and families?

There is a clear consensus in all five authorities that Family Safeguarding generates greater impacts for children and families than its predecessor services. For example:

- Across two years of evaluation, no practitioner suggested that Family Safeguarding should be fundamentally re-designed or replaced.
- In the 2018 and 2019 focus groups, experienced social workers in each authority said, unprompted by the evaluators, that Family Safeguarding is the best model in which they have worked.
- Many of the parents and carers consulted for the evaluation said they had found Family Safeguarding processes to be more participatory, supportive and empowering than their previous experiences of social services. They have welcomed MI (albeit often after some initial reservation) and the multi-agency nature of the support. Almost without exception, the parents and carers told the evaluators that their quality of life had improved as a result of Family Safeguarding.

The sub-sections below look in more detail at the main impacts of Family Safeguarding from a children and family perspective. Some of these, particularly where they relate to reductions in looked after children numbers and Child Protection Plans, could also be included under the evaluation question, 'What are the impacts of Family Safeguarding for the social care workforce?'. However, to avoid duplication, they have only been included here.

Improved family engagement

In the late 2019 practitioner survey, more than four-fifths (87%) of the 205 respondents said that Family Safeguarding had improved family engagement with social work and other support across the trio of vulnerabilities.

The practitioner focus groups and consultations with parents and carers suggest there are three main drivers of this. The first, and overarching, driver is the change in social

work practice engendered by Family Safeguarding, which aims to emphasise more empathy and less direct instruction passed from social workers to families. The parents and carers consulted for the evaluation often recognised this and explained during the consultations how their views towards social services had changed for the better following their support through Family Safeguarding. Initially, they were often unsure and unconvinced about the ‘new’ style of practice. It was not uncommon for them to explain how they initially “just wanted the social worker to tell me what to do” or that they “wished they [social worker] would stop asking me all these questions”⁹⁹. Over time, and as they recognised that their views and preferences were being acknowledged and listened to, they became much more supportive of the approach and remained engaged. In each authority area, parents/carers gave examples of how they had spoken positively about Family Safeguarding to friends or family members who had a case open to social care. They had encouraged their friends/family members not to look at Family Safeguarding in the context of any previous interactions they may have had with social services, but rather to view it as an opportunity to work together with professionals to improve their circumstances and future opportunities.

Closely linked to this – and the second driver of improved family engagement – is MI: 78% of the surveyed practitioners said MI had improved family engagement by empowering parents and improving relationships between parents and practitioners. The parents and carers that contributed to the evaluation endorsed this, often explaining how they felt more involved and better informed of how they were being supported (see quotes below).

“I liked how the social worker took me seriously and listened to my opinion...I felt I was included, and we have got on much better because of that.” (Parent)

“We have seen a big increase in the number of parents contacting us with positive feedback...praising us for how we’ve involved them.” (Service manager)

The third driver of improved family engagement is the multi-disciplinary support that is provided through Family Safeguarding. Based on the feedback gathered from practitioners, social work managers and parents/carers, there can be little doubt that the close working between social workers and adult specialist workers has:

- Provided timely and high quality support for families. Many of the parents and carers that contributed to the evaluation report being impressed by the promptness with which they have been able to access specialist support.

⁹⁹ These are illustrative quotes that capture the essence of the feedback from parents and carers that contributed to the evaluation. They are not verbatim nor specific to any particular family or authority.

- Enabled the support to be more co-ordinated than under the predecessor services. Parents and carers often commented on how the specialist adult workers were well-informed about their cases and how pleased they were that they did not have to re-tell their story numerous times.
- Improved risk assessments through knowledge sharing and task assistance with cases. Adult workers can explain the types of issues that may be influencing a parent or carer's behaviour and can help develop an understanding of this across the team, resulting in the more accurate assessment and management of risk.
- Removed a well-recognised barrier to participation by providing support in the home, namely the barrier of travel to, or attending support sessions in, external venues.

Qualitative feedback obtained from the consultations with parents and carers points not only to improved engagement but also to the positive outcomes arising from that engagement. The parents and carers provided examples of improved intra-family relationships, less deterioration and escalation, less domestic abuse and substance misuse and improved mental health. Two case study examples are provided on the following pages. Three more (one for each of the other authorities) have been included at Appendix 6.

Family Case Study: Peterborough

Background

The family was referred to Family Safeguarding by the midwife on account of dad's fluctuating mental health, suicidal feelings, involvement with the police and abusive behaviour towards mum. During an initial child protection conference, a risk assessment was undertaken which identified safeguarding issues and the need to develop a family plan to support mum when the baby was born.

Mum and dad were initially reluctant to engage due to their negative perceptions of social workers. Mum had friends whose children had been taken into care and dad felt he would be judged on account of his mental health issues.

Support provided for the family

A mental health worker was involved in the case from the beginning and undertook the parenting and risk assessments. This helped to secure dad's engagement and commitment to the process.

The assessments and the MI approach were well received by both parents. Mum said she was "pleasantly surprised" by the reflective nature of the assessment and how she was encouraged to be involved in the design of her pre-birth plan. MI helped dad to overcome his initial skepticism and built trust between him and the social worker. This trust provided an important platform for dad to assess his own needs and circumstances and for him to have a voice in the planning and delivery of the support. The social worker agreed, adding that the modules and visual tools were very effective in enabling mum and dad to discuss their capacity and reflect on their baby's needs.

A family group conference was undertaken with members from both parents' families. Mum felt reassured by her support network, knowing that she had somewhere to turn for help should there be a risk to the baby's welfare. A family plan was developed to ensure she would have access to the requisite practical support and respite when the baby arrived.

Outcomes and impacts

Key to this case was the involvement of the mental health worker and the identification of an earlier misdiagnosis. Dad had been diagnosed with Emotionally Unstable Personality Disorder (EUPD), but this was challenged by the mental health worker who believed he was suffering from a combination of Attention Deficit Hyperactivity Disorder (ADHD) and Post Traumatic Stress Disorder (PTSD), having witnessed the death of a close friend.

The social worker and mum both felt that had it not been for the mental health worker, dad is unlikely to have engaged in the Family Safeguarding process, could easily have become angry and confrontational and could have been disruptive at meetings. Instead, the mental health worker worked with dad to help him understand his new diagnosis, provided coping mechanisms, referred him to the adult ADHD team and helped him get a prescription for more suitable medication. There was a consensus from all concerned that in the absence of a mental health worker, dad's needs are unlikely to have been adequately addressed.

"He was much calmer and able to talk without emotional escalation."

(Social worker)

Mum gave birth and, according to the social worker, "did everything that was asked of her". She demonstrated a good awareness of the baby's needs and other elements of risk, giving confidence to the team that she knew how to protect the baby should dad's mental health deteriorate. With the mechanisms in place to understand and cope with his mental health, dad was deemed not to be a risk to the baby. The case was stepped down to Child In Need and subsequently closed.

Family Case Study: Luton

Background

The family had two children of primary school age and had recently moved to Luton. Mum spoke relatively little English and, as a result of misuse of alcohol, dad had recently lost his job. There had been episodes of domestic abuse perpetrated by the father, some of which had been witnessed by the children. Other incidents and arguments between the parents had also resulted in police call-outs.

Support provided for the family

The support provided by the Family Safeguarding team was focused on addressing the abusive relationship between the parents, mitigating the negative impacts on the children and addressing financial issues resulting from dad's unemployment and alcohol misuse.

A domestic abuse perpetrator worker completed a risk assessment and a plan was put in place. Dad was also supported by a substance misuse worker to help address his alcohol issues. A referral to the domestic abuse worker (victim) was made for mum. Work with the children included 'The Three Houses' (Signs of Safety¹⁰) and an emotional checklist questionnaire.

Mum discussed her concerns about the family's financial situation with the social worker. She recognised that she needed advice and support to address this and to find work: *"I felt like I was quite alone and needed a lot of advice."* (mum)

The family engaged well with the support, with both parents contributing well to meetings and decision making. A safety plan was developed with mum and, although initially reluctant, dad engaged well with the alcohol misuse support. MI helped with this and was an important factor in him being able to make progress relatively quickly.

¹⁰ www.signsofsafety.net

Outcomes and impacts

The Family Safeguarding staff involved in this case all felt that the support had resulted in positive outcomes for this family. They concurred that without the support, and the multi-disciplinary nature of it, the family's situation is likely to have deteriorated.

The children have benefited from a more independent and confident mum who is now in employment and who has better control over the family's finances. Initially mum's newfound independence had been challenging for dad because it took away his ability to control her. However, his work with the domestic abuse perpetrator worker has enabled him to change his mindset on this. There have been no further reports of domestic abuse, he is back in work and his alcohol misuse is greatly reduced. The social worker considers the children to be much safer, reflected in the recent stepdown and closure of this case.

Fewer police call-outs

There are strong indications that Family Safeguarding reduces the regularity with which the police are called out to the families supported. The analysis undertaken to support this claim mirrors that in the Round 1 evaluation, i.e.:

- For each family, it compares the average number of police call-outs per month in the 12-month prior to their transfer in to Family Safeguarding with the average number of call-outs in the next 12 months.
- The family level data is then aggregated to give local authority level results.

As shown in Table 3, the reductions in average call-outs per month range from 25.5% in Peterborough to 66.7% in West Berkshire. The reduction reported in Hertfordshire in Round 1 was 66%, suggesting that the model has continued to have a similarly positive effect on police call-outs in Hertfordshire since that evaluation was completed.

Table 3: Average monthly police call-outs before and after Family Safeguarding

	Bracknell Forest	Hertfordshire	Peterborough	West Berkshire
Average no. call-outs per month pre-Family Safeguarding	6.8	3.3	15.3	4.8
Average no. call-outs per month post-Family Safeguarding	2.9	1.2	11.4	1.6
Reduction in average no. incidents per month	-57.4%	-63.6%	-25.5%	-66.7%

Source: Individual level data supplied by local authorities

It is the view of the evaluators that the raw data upon which the analysis has been based is reasonably robust, although the significantly higher average number of call-outs contained in the Peterborough data raises the question of whether it is a like-for-like comparison across all authorities.

Also of note is that the evaluation has not had access to police call-out data from other local authorities where Family Safeguarding is not operating. This makes it more difficult to assess the net impact of the service. In other words, it is possible that the average number of call-outs per month would reduce to some extent anyway under any well-functioning model of children's social care, including the predecessor services in the five authorities within the scope of this evaluation.

The qualitative consultations undertaken with local authority stakeholders revealed a shared view that Family Safeguarding is likely to have been responsible for a large proportion of the reductions reported through this evaluation. This view was echoed by the majority of practitioners that attended the evaluation focus groups (particularly the focus groups in late 2019). The consultations with parents and carers undertaken by the evaluators also provided numerous examples of where police call-outs are unlikely to have reduced to the same extent were it not for the multi-disciplinary, restorative approach applied through Family Safeguarding. It nonetheless remains the case that the reductions may not be entirely attributable to the service.

For Bracknell Forest, Peterborough and West Berkshire, analysis has also been undertaken to test whether the average reduction in call-outs is greater amongst those families supported under a fully established Family Safeguarding model, compared with those supported in the early stages of the service. This is the 'cohort analysis' explained in the 'Evaluation methods' section of the report¹¹. In this context, 'fully established' is defined as occurring when:

- 70% of specialist adult workers are in post.
- 70% of practitioners have completed MI training.
- 70% of practitioners have attended Family Safeguarding workshops.

It is difficult to pinpoint precisely when this happened for each authority, but the end of March 2018 is a suitable estimate. The analysis therefore compares the families transferred in to Family Safeguarding before this point (referred to here as Cohort 1) with those referred in afterwards (referred to as Cohorts 2, 3 and 4).

¹¹Cohort analysis is not relevant to Hertfordshire as the model was already fully established at the start of Round 2.

In Bracknell Forest and West Berkshire (Tables 4 and 5), the reductions in police call-outs are larger in Cohorts 2, 3 and 4 than in Cohort 1. In both cases, chi-square analysis confirms statistical significance ($p < 0.001$), indicating that the larger reductions in the later cohorts are not simply the product of chance. This would support, although does not prove, the notion that Family Safeguarding has a greater impact on police call-outs once it becomes fully established. In Peterborough (Table 6), no such trend is observed.

Table 4: Police call-outs in Bracknell Forest

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Average no. call-outs per month pre-Family Safeguarding	4.3	5.4	6.3	11.0
Average no. call-outs per month post-Family Safeguarding	3.7	3.9	1.1	3.0
Reduction in average no. incidents per month	-14.0%	-27.8%	-82.5%	-72.7%

Source: Individual level data supplied by local authorities

Table 5: Police call-outs in West Berkshire

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Average no. call-outs per month pre-Family Safeguarding	3.6	10.8	2.3	2.6
Average no. call-outs per month post-Family Safeguarding	3.4	2.4	0.4	0.2
Reduction in average no. incidents per month	-5.6%	-77.8%	-82.6%	-92.3%

Source: Individual level data supplied by local authorities

Table 6: Police call-outs in Peterborough

	Cohort 1	Cohort 2	Cohort 3	Cohort 4
Average no. call-outs per month pre-Family Safeguarding	13.0	18.5	17.3	12.3
Average no. call-outs per month post-Family Safeguarding	9.0	11.8	13.7	11.0
Reduction in average no. incidents per month	-30.8%	-36.2%	-20.8%	-10.6%

Source: Individual level data supplied by local authorities

Fewer children becoming looked after

In all five authorities, the average annual rate of new looked after children (aged under 12¹²) per 10,000 population is lower post-implementation of Family Safeguarding than it was under the predecessor service.

For the new authorities, this has been calculated by comparing the average looked after children rates across three pre-implementation years (2014/15, 2015/16 and 2017/18)

¹² This age group was selected for the analysis to reflect the focus of Family Safeguarding on pre-teenage children.

with the average across two post-implementation years (2018/19 and 2019/20). For Hertfordshire, the pre and post-implementation periods are different due to their earlier introduction of Family Safeguarding. The pre-implementation period used in the Hertfordshire analysis is 2012/13 to 2014/15 inclusive. The post-implementation period is 2016/17 to 2019/20 inclusive. For all authorities, adjustments have been made in the calculations to account for changes in local under 12 populations over the analysis period¹³.

As shown in Tables 7 to 11:

- The percentage reductions in new looked after children per 10,000 population pre and post-implementation of Family Safeguarding range from 9% in Peterborough to 30% Hertfordshire (as per earlier commentary, this is influenced by a range of factors including stability in senior leadership).
- The reductions in absolute numbers (heavily influenced of course by the size of the local populations) range from 4.8 looked after children per annum in Bracknell Forest to 90 looked after children per annum in Hertfordshire.

It is important to acknowledge that in Bracknell Forest, the results are influenced (and the reported reduction is made lower) by unusually low numbers of looked after children in 2014/15 and 2015/16: 11.2 and 12.5 per 10,000 population respectively. Reflecting local policy changes regarding child protection thresholds, the following two years saw these averages increase to 17.2 and then to 24.7 looked after children per 10,000 population. The analysis has sought to account for this, in part at least, by including the first six months of 2017/18 in the pre-intervention calculations for Bracknell Forest¹⁴. Even so, it remains the case that the reduction in the looked after rate in Bracknell Forest is likely to have been larger, and potentially quite considerably larger, had the same approach to thresholds been applied in both the pre and post-implementation periods.

¹³ In four of the five authorities (the exception being Bracknell Forest), the under 12 population is larger in the post-implementation period than in the pre-intervention period. Assuming that the children in those two populations (pre and post-implementation) are equally likely to become looked after, then some of the effects of Family Safeguarding could be masked by the fact that the populations being compared are of different sizes. It is important that this is catered for in the analysis, which it is in the second row of each table.

¹⁴ This is justified because Bracknell Forest did not begin the process of implementing Family Safeguarding until October 2017.

Table 7: Looked after children (LAC) rates in Bracknell Forest

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	31.7	27.0	-4.7	-15%
New LAC under 12 per 10,000 population (average per annum)	16.6	14.1	-2.5	-15%
Annual reduction in new LAC under 12			-4.8	

Source: Authority level data supplied by local authorities

Table 8: Looked after children (LAC) rates in Hertfordshire

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	277.7	205.0	-72.6	-26%
New LAC under 12 per 10,000 population (average per annum)	15.9	11.0	-4.8	-30%
Annual reduction in new LAC under 12			-90.0	

Source: Authority level data supplied by local authorities

Table 9: Looked after children (LAC) rates in Luton

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	99.7	92.2	-7.5	-8%
New LAC under 12 per 10,000 population (average per annum)	25.1	22.6	-2.5	-10%
Annual reduction in new LAC under 12			-10.3	

Source: Authority level data supplied by local authorities

Table 10: Looked after children (LAC) rates in Peterborough

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	100.0	99.3	-0.7	-1%
New LAC under 12 per 10,000 population (average per annum)	29.2	26.6	-2.6	-9%
Annual reduction in new LAC under 12			-9.6	

Source: Authority level data supplied by local authorities

Table 11: Looked after children (LAC) rates in West Berkshire

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	44.6	37.6	-6.9	-16%
New LAC under 12 per 10,000 population (average per annum)	18.9	16.1	-2.8	-15%
Annual reduction in new LAC under 12			-6.6	

Source: Authority level data supplied by local authorities

The question then turns to the impact of Family Safeguarding on these reductions. The majority view from the practitioners that contributed to the evaluation is that Family Safeguarding has been at least in part responsible: 61% of those responding to the 2019 practitioner survey agreed that it had, 11% disagreed and 28% said they did not know. To add further insight, three additional strands of analysis were undertaken:

- **Statistical neighbour comparisons:** three of the five authorities (Hertfordshire, Luton and Peterborough) have outperformed their statistical neighbours in terms of new looked after children rates over the analysis period. This is particularly the case in Peterborough, whose statistical neighbours recorded an average increase of 12% in their annual rate of new looked after children per 10,000 population, compared with a 9% reduction in Peterborough.
- **Time adjusted analysis:** a regression model was used to test the differences in the pre and post-implementation results for statistical significance. This analysis looked not only at the pre and post-implementation averages in isolation, but also took into account underlying trends in the data (the time adjusted element). The results of the time adjusted analysis confirm statistical significance in Bracknell Forest, Hertfordshire, Luton and West Berkshire ($p \leq 0.05$ in each of those areas). Statistical significance is not present in the Peterborough results, due to the downward trend in the rate of looked after children in the pre-intervention data.
- **Cohort analysis:** the individual-level data supplied by Bracknell Forest, Peterborough and West Berkshire enables an assessment of whether children supported by Family Safeguarding were more or less likely to become looked after once the model was fully established. As with the police call-out analysis, the end of March 2018 was used as the estimated date for full implementation. Children in Cohort 1, whose post-intervention data begins in January 2018, have been compared with Cohort 2, who were supported once the model had become fully established. In Peterborough there is no difference between the two cohorts: 12.2% of the children in Cohort 1 and 12.2% of those in Cohort 2 became looked after at some point in the 12 months following their transfer in to Family Safeguarding. In Bracknell Forest and West Berkshire, there were differences between the two cohorts (Table 12), although these do not reach statistical significance ($p=0.29$ in Bracknell Forest and $p=0.09$ in West Berkshire).

Table 12: Looked after children by Family Safeguarding cohort

	No. children looked after within 12 months		% children looked after within 12 months		p-value
	Cohort 1	Cohort 2	Cohort 1	Cohort 2	
Bracknell Forest	7	5	10.0%	5.6%	0.29
West Berkshire	7	7	12.1%	5.1%	0.09

Source: Authority level data supplied by local authorities

In summary, the statistical significance observed in the time adjusted analysis in four of the authorities indicates that the reductions in looked after children are unlikely to be the product of chance. That does not prove that Family Safeguarding was necessarily responsible, although the qualitative evidence gathered for the evaluation gives reason to believe that it was a significant contributory factor.

Reductions in the number of Child Protection Plans

In each of the four authorities for which data is available¹⁵, the number of children aged under 12 on Child Protection Plans has reduced following the introduction of Family Safeguarding. The pre and post-implementation periods for these calculations are the same as for the looked after children calculations above. Likewise the analytical approach, i.e. the average across three pre-intervention years is compared with the average of two post-intervention years. The exception is Hertfordshire, where four years of post-intervention data is available. Once again, adjustments have been made for changes over time in the under 12 populations. The points made above on pre-Family Safeguarding practice in Bracknell Forest and the potential impact on the results also apply here.

Once population changes have been factored in, the reductions in Child Protection Plan numbers range from 7% in West Berkshire to 46% in Hertfordshire. This equates to reductions in absolute terms of between 6.3 children per annum in West Berkshire and 379.2 in Hertfordshire (Tables 13 to 16).

Table 13: Child Protection Plans (CPP) in Bracknell Forest

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	88.0	80.8	-7.3	-8%
Average no. children under 12 on a CPP per 10,000 population	46.0	42.4	-3.6	-8%
Annual impact on no. children on a CPP			-6.8	

Source: Authority level data supplied by local authorities

¹⁵ Bracknell Forest, Hertfordshire, Peterborough and West Berkshire.

Table 14: Child Protection Plans (CPP) in Hertfordshire

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	787.5	451.2	-336.3	-43%
Average no. children under 12 on a CPP per 10,000 population	44.5	24.1	-20.4	-46%
Annual impact on no. children on a CPP			-379.2	

Source: Authority level data supplied by local authorities

Table 15: Child Protection Plans (CPP) in Peterborough

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	182.3	161.7	-20.6	-11%
Average no. children under 12 on a CPP per 10,000 population	52.3	43.1	-9.2	-18%
Annual impact on no. children on a CPP			-34.2	

Source: Authority level data supplied by local authorities

Table 16: Child Protection Plans (CPP) in West Berkshire

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	89.8	83.0	-6.7	-7%
Average no. children under 12 on a CPP per 10,000 population	37.9	35.3	-2.7	-7%
Annual impact on no. children on a CPP			-6.3	

Source: Authority level data supplied by local authorities

Time adjusted analysis was undertaken on the Child Protection Plan data to test for statistical significance. In all four authorities, statistical significance was confirmed ($p \leq 0.05$).

Cohort analysis was also undertaken, the results from which show a statistically significant difference in West Berkshire but not in Bracknell Forest or Peterborough (Table 17):

Table 17: Child Protection Plans (CPP) by cohort

	No. children on CPP within 12 months		% children on CPP within 12 months		p-value
	Cohort 1	Cohort 2	Cohort 1	Cohort 2	
Bracknell Forest	19	16	27.1%	17.8%	0.16
Peterborough	10	11	8.1%	8.4%	0.94
West Berkshire	5	1	8.6%	0.7%	0.004

Source: Authority level data supplied by local authorities

As with the looked after children data, the statistical significance observed in the time adjusted analysis, coupled with the qualitative feedback gathered during the evaluation, supports the claim that Family Safeguarding has contributed to the reductions in Child Protection Plans. It does not provide proof, but the evaluators are not aware of any other major influences that are likely to have had a significant impact on Child Protection numbers over that period.

Encouraging mental health outcomes

Data on the use of mental health services amongst the adults supported by Family Safeguarding is available for West Berkshire and Bracknell Forest. This data was supplied by the two authorities as an addition to the main data submissions for the evaluation. It was not specifically requested from each authority (see earlier point under 'Future evaluation activity' about the incorporation of this data within future evaluations).

The results from the analysis of the data point to encouraging outcomes:

- In West Berkshire there had been a 100% reduction in emergency/crisis contacts and use of front door mental health services amongst the adults supported by Family Safeguarding (defined here as zero crisis contacts for all adults in the six months following their Family Safeguarding support).
- In Bracknell Forest, the equivalent figure is 75%.
- Across the two authorities combined, approximately 80% of those receiving mental health support through Family Safeguarding reported an improvement in their anxiety and/or depression. Approximately 80% in West Berkshire and 100% in Bracknell Forest also reported improvements in family functioning.

The specialist mental health workers and service managers that contributed to the evaluation in these authorities consider these to be positive findings. They state that reductions in unplanned, reactive mental health contacts, coupled with an increase in more progressive and planned mental health support is an outcome from Family Safeguarding that not only benefits the adults and families concerned, but also the mental health system in these two authority areas. The example below highlights Family Safeguarding's work to encourage better mental health outcomes:

Mental health support through Family Safeguarding

The case was referred in to Family Safeguarding due to conflict in the home between the mother and her children. There were reports of physical and verbal abuse from the mother, school attendance was poor and there were concerns over child criminal exploitation. The mother had previously been referred for talking therapy but had not attended. She also had a recent history of contacts with the Crisis Resolution and Home Treatment Team.

Through Family Safeguarding, the mother attended weekly dialectical behaviour therapy sessions focusing on distress tolerance and emotional regulation. Her engagement enabled the case to be held within Family Safeguarding and not to be escalated to the Community Mental Health Team.

She has shown a reduction in emotional deregulation, has taken part in community activities and has started exercise classes. She has also maintained engagement with Intensive Management of Personality Disorders and Clinical Therapies Team.

Her children's school attendance has improved considerably and there has been an increase in positive family activity, e.g. birthday parties and a holiday. The children reported having "more fun" and said their mum was "less stressy".

At the time of writing the case had been closed to social care.

Inconclusive findings on school absences, physical health and substance misuse

The evaluation sought to analyse whether average school absence rates amongst the children supported by Family Safeguarding were lower during and after that support than they were in the preceding school year. However, no conclusions can be drawn on this, due mainly to gaps, inconsistencies and duplicate entries in the data, both within and across local authorities.

Turning to physical health outcomes, data was requested on the number of A&E visits and unplanned hospital admissions pre and post-Family Safeguarding for the children and adults supported during the evaluation period. As noted under 'Limitations of the evaluation', that data proved difficult to source and could only be provided by Hertfordshire.

The Hertfordshire data points to a 13% reduction in A&E visits amongst those supported by Family Safeguarding (compared with the preceding 12 months) and a 3% reduction in unplanned hospital admissions. Practitioners in Hertfordshire feel confident that Family

Safeguarding has contributed to these reductions, but the absence of comparator data makes it difficult to estimate the extent to which that is the case in practice.

The available data on participation in, and completion of, substance misuse programmes through Family Safeguarding also makes objective analysis challenging. Taking the data at face value, it appears that completion rates (defined as the proportion of adults that started a programme and had completed it successfully by September 2019) were between 20% and 30% in Bracknell Forest, approximately 40% in Peterborough and approximately 50% (and potentially higher) in Hertfordshire and West Berkshire. The variations by authority could exist for several reasons beyond the quality or effectiveness of the provision. One is simply inconsistencies in the data. Another is that an authority may have an above or below average proportion of opiate users in their cohort who, typically, are on programmes for longer and who have lower completion rates than non-opiate and alcohol users.

The proportion of adults being re-referred onto substance misuse programmes within six months appears low. It ranges from approximately 4% in Peterborough to approximately 10% in Bracknell Forest, although as above, it is difficult to interpret this confidently due to issues of data consistency.

What are the impacts of Family Safeguarding for the social care workforce?

Family Safeguarding has three key aims in relation to the social care workforce:

- Strengthen information sharing and decision making.
- Develop the skills and knowledge of practitioners.
- Minimise pressure for social workers through reduced caseloads.

Information sharing and decision making

A large majority of the surveyed practitioners (88%) said that Family Safeguarding had improved information sharing and decision making. They reported:

- Having more timely access to specialist information and support.
- Being able to complete more holistic assessments of families' needs.
- Being able to respond quickly in a way that reduces risk.

They also explained how Family Safeguarding better enables them to challenge families (where it is appropriate to do so) and to more easily explore inconsistencies in information that families have provided to different professionals.

Stakeholders working outside of Family Safeguarding – e.g. in early help, multi-agency support hubs and looked after teams – also praised the sharing of information through Family Safeguarding. Unanimously, these stakeholders spoke of their support for the Family Safeguarding model. Staff working in looked after teams, for example, said they have renewed confidence that all appropriate preventative activity has been attempted before social workers recommend that a child becomes looked after.

Skills and knowledge of practitioners

Nearly nine in ten of the surveyed practitioners (88%) said their skills and knowledge had improved because of Family Safeguarding and that they were able to work more effectively alongside their colleagues. The specific areas or types of skills and knowledge cited most regularly were:

- Care and engagement skills, defined here as collaboration, autonomy and empathy (note that the practitioners tended not to use these specific terms, but they are appropriate categories for the points made during the focus groups).
- Being able to better identify and understand families' issues and the associated risks to the child or children.
- Being better able to empower parents/carers and help them have a central role in the direction and ownership of their cases. MI has been the primary tool for achieving this.
- Having a better appreciation of the work undertaken by specialist adult workers. In addition, adult workers often remarked that they feel better informed about the circumstances and constraints within which their social work colleagues operate.

The culture change engendered by Family Safeguarding, together with the accompanying staff training, is a major influence on why so many practitioners cited the above.

Caseloads

Caseloads have reduced during Family Safeguarding, but only a small majority of the surveyed practitioners (57%) said they felt less pressure as a result. This is for a variety of reasons, including:

- A general view amongst social workers that cases are, over time, becoming more complex.
- Despite its evident benefits, MI can be time-consuming to apply.
- Feedback from practitioners that the Workbook has not yet reduced their administrative workload.

How has Family Safeguarding impacted on the demand for social care services?

The answer to this question will only fully become apparent over the longer-term. As already demonstrated in earlier sections of this report, there are encouraging signs in each authority in the form of reductions in looked after children and/or Child Protection Plans. Data from Hertfordshire shows that these reductions have continued (albeit with some small fluctuations) throughout four years of post-implementation activity.

A further way of assessing the impact on the demand for social care services is to look at re-referral rates, defined here as any referral into Family Safeguarding that had a previous referral within the preceding 12 months. Data supplied by the local authorities shows that re-referral rates can fluctuate considerably year-on-year. For example:

- In West Berkshire, the average re-referral rate for children aged under 12 fell from 28.3% in 2014/15 to 22.6% in 2015/16, but then rose to 27.6% the following year.
- In Peterborough, the average re-referral rate fell from 23.6% to 16.8% between 2016/17 and 2017/18, but then rose from 21.3% to 28.9% between 2018/19 and 2019/20.
- Only in Hertfordshire has there been a downward trend in re-referral rates: the average across three pre-intervention years was 20.0% compared with a post-intervention average of 14.7%. Before making time adjustments, this shows a high degree of statistical significance ($p < 0.001$). However, due to the downward trend starting in the pre-intervention period (the re-referral rate in Hertfordshire was 24.5% in 2012/13, falling to 16.7% in 2014/15), the statistical significance becomes lower once time adjustments are made ($p = 0.07$).

The question then becomes, why are more consistent and systematic reductions in re-referral rates not yet being observed, given the other positive messages in this report? There could be many answers to that and they will differ by authority, but two issues are of particular importance:

- **Post-implementation analysis period:** in the new authorities, the evaluation can only consider one year of re-referral data (covering the period March 2019 to March 2020). A fuller and more accurate picture in each of the new authorities will emerge when two or more years of post-implementation re-referral data becomes available.
- **The influence of practice in other service areas:** at the time of writing, the Family Safeguarding approach had not been introduced in the assessment teams of the new authorities. The decisions taken by these teams have a considerable influence on the number of referrals and re-referrals that are made to Family Safeguarding. Service managers and other senior stakeholders in the new authorities expect re-referral rates

to reduce once these teams are operating under a framework that is more closely aligned with Family Safeguarding.

Does Family Safeguarding save costs for local authorities and partner agencies?

Approach

The cost-benefit analysis of Family Safeguarding has been based on two key social care indicators: the rate of new looked after children and the number of children on Child Protection Plans. Explained in more detail at Appendix 4, the approach has been to:

- a. **Calculate the average annual reductions against the two key indicators for each authority** (the Luton data only covers looked after children, not Child Protection Plans). The results from these calculations are presented earlier in the report under 'Fewer children becoming looked after' and 'Reductions in the number of Child Protection Plans'.
- b. **Work with local authority stakeholders to agree the estimated average duration of a Child Protection Plan and an episode of care.** For Child Protection Plans, a one-year duration has been assumed. For looked after episodes, four years has been assumed (this factors in the age profile of looked after children and the proportions that are adopted – see Appendix 4).
- c. **Calculate estimated unit costs for a Child Protection Plan and an episode of care.** For Child Protection Plans, a figure of £13,274 has been used. For episodes of care, an annual figure of £71,567 has been used, plus one-off legal costs in the first year of £17,622. In both cases the figures have been derived from in-house analysis undertaken by Hertfordshire County Council.
- d. **Calculate the additional cost (compared with a business as usual service) of implementing and running Family Safeguarding.** Table 18 shows the estimated annual cost for each authority for the first three years of running Family Safeguarding, split by set-up costs and additional running costs. After Year 3, the annual cost of Family Safeguarding becomes the additional running cost (i.e. there are no further set-up costs) and is assumed to be the same each year.

Table 18: Additional costs of implementing and running Family Safeguarding

	Year 0 (pre-implementation)			Year 1			Year 2			Year 3 (and each year from then on)		
	Set-up	Running	Total	Set-up	Running	Total	Set-up	Running	Total	Set-up	Running	Total
Bracknell Forest	£88,548	-	£88,548	£1,288,581	£394,000	£1,682,581	£30,000	£394,000	£424,000	-	£394,000	£394,000
Hertfordshire	£2,495,626	-	£2,495,626	£1,022,716	£1,033,321	£2,056,037	-	£1,033,321	£1,033,321	-	£1,033,321	£1,033,321
Luton	£135,141	-	£135,141	£1,173,474	£785,577	£1,959,051	-	£785,577	£785,577	-	£785,577	£785,577
Peterborough	£455,787	-	£455,787	£1,682,778	£546,716	£2,229,494	£130,171	£546,716	£676,887	-	£546,716	£546,716
West Berkshire	£67,696	-	£67,696	£1,400,889	£381,730	£1,782,619	£73,490	£381,730	£455,220	-	£381,730	£381,730

Source: York Consulting, based on authority level data supplied by local authorities

e. **Calculate break-even points, annual and cumulative savings for each authority.**

Having completed steps a. to d., the savings can be compared with the costs to identify a break-even point and the ongoing savings (annual and cumulative) generated by Family Safeguarding. It is of course possible that some of the savings would have occurred anyway even in the absence of Family Safeguarding, i.e. that there is a degree of deadweight in the results. The statistical tests and the qualitative feedback suggest that deadweight is likely to be low in each authority at most, but that does not mean it is non-existent. It is therefore important to keep in mind that while the break-even points and return on investment estimates presented below assume full attribution, there is a possibility that they might be further into the future and lower respectively.

Summary of results

The break-even point, i.e. the point from which the cumulative savings from reductions in looked after children and Child Protection Plans exceed the cumulative costs of delivery, varies by authority. As shown in Table 19, it ranges from eight months in Hertfordshire to four years and eight months in Bracknell Forest.

This variation across the authorities exists for three main reasons:

- The percentage reductions in looked after children and Child Protection Plans in Hertfordshire are considerably larger than in the other authorities.
- Set-up costs are, in proportionate terms, higher in the smaller authorities than in Hertfordshire (or other larger authorities).
- The pre-implementation looked after children and Child Protection Plan numbers for Bracknell Forest are atypically low. The break-even point for Bracknell Forest would have occurred sooner had the same approach to thresholds been applied in both the pre and post-implementation periods.

Table 19: Break-even points by authority

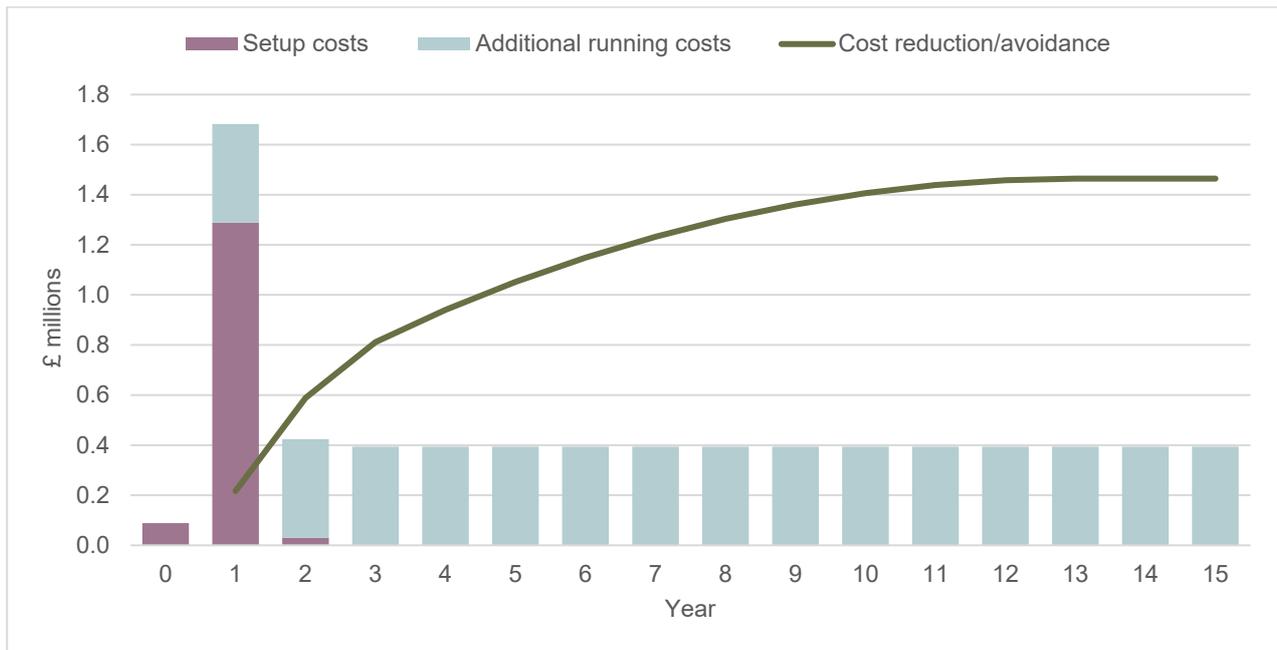
Authority	Break-even point (cumulative costs = cumulative savings)
Bracknell Forest	4 years 8 months
Hertfordshire	0 years 8 months
Luton	3 years 8 months
Peterborough	2 years 8 months
West Berkshire	3 years 8 months

Source: York Consulting, based on authority level data supplied by local authorities

Local authority results

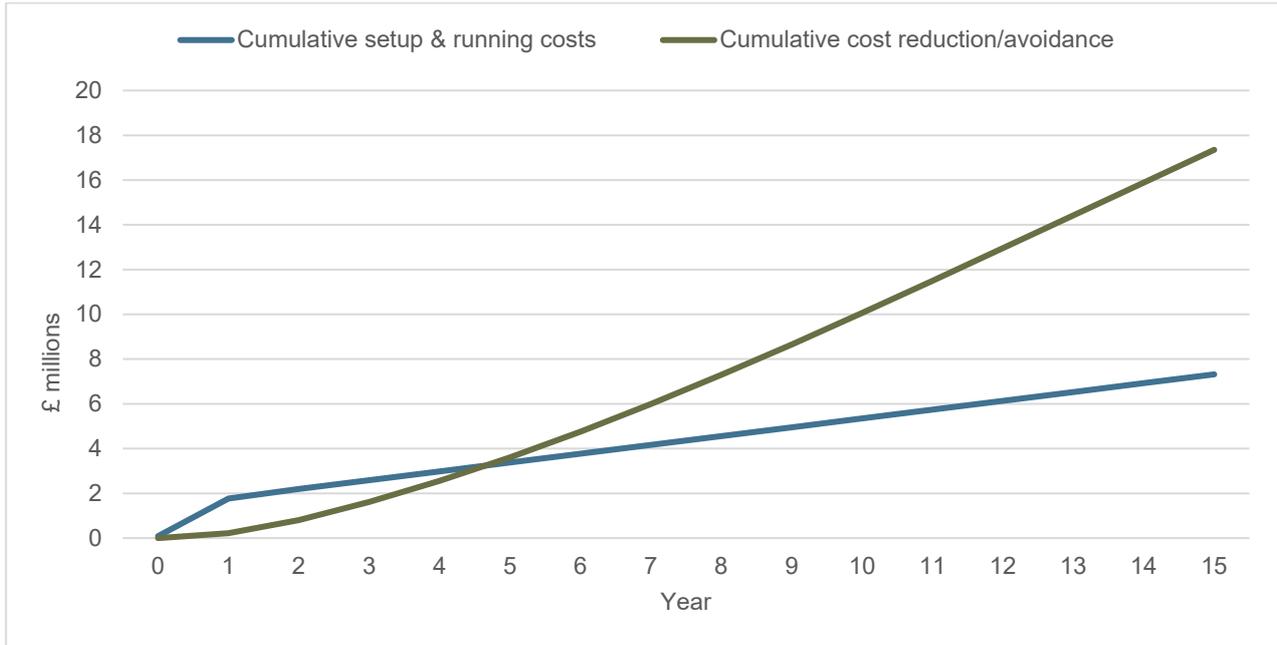
Bracknell Forest: the annual savings generated by Family Safeguarding through reduced numbers of looked after children and fewer Child Protection Plans are estimated to exceed the annual costs of the service in the second full year of delivery (Figure 1). By Year 5 (and assuming full attribution), estimated annual savings will exceed £1m and the service will have recovered its cumulative costs in looked after children and Child Protection Plan savings (Figure 2).

Figure 1: Annual costs and savings – Bracknell Forest



Source: York Consulting, based on authority level data supplied by local authorities

Figure 2: Cumulative costs and savings – Bracknell Forest



Source: York Consulting, based on authority level data supplied by local authorities

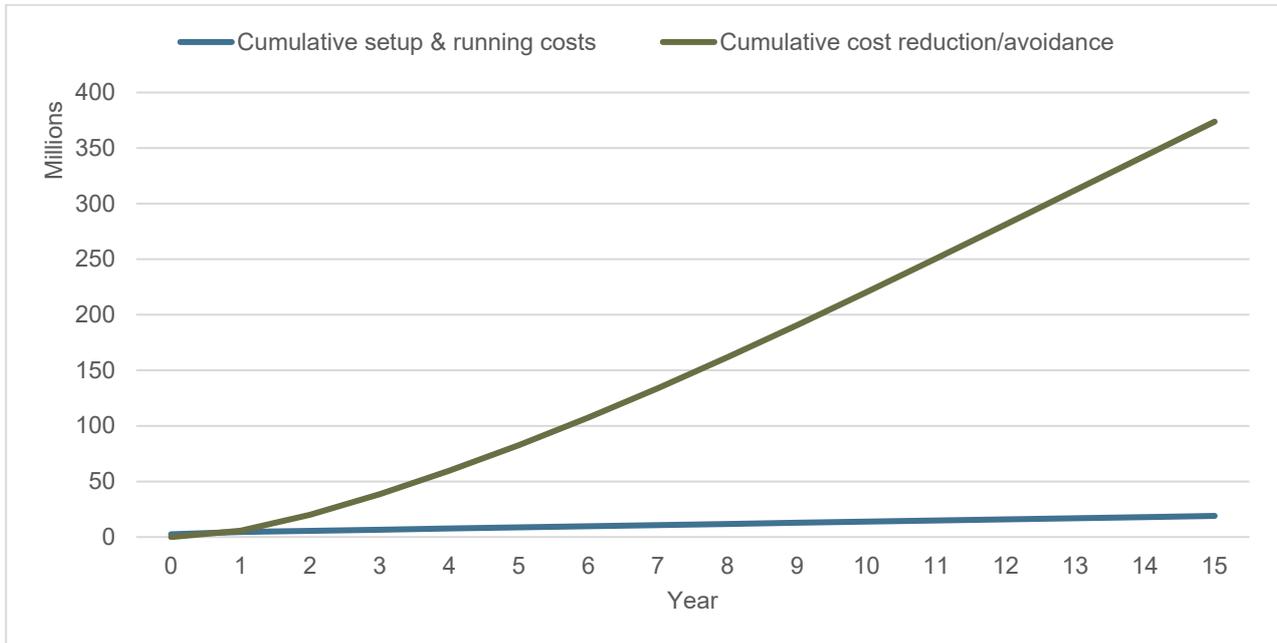
Hertfordshire: the large reductions in both looked after children numbers and Child Protection Plans in Hertfordshire means that annual savings exceed annual costs from the first year onwards (Figure 3) and the break-even point occurs within the first eight months (Figure 4). By the end of second year in Hertfordshire, cumulative savings are estimated to be £14.5m – a far greater amount than in the other authorities.

Figure 3: Annual costs and savings – Hertfordshire



Source: York Consulting, based on authority level data supplied by local authorities

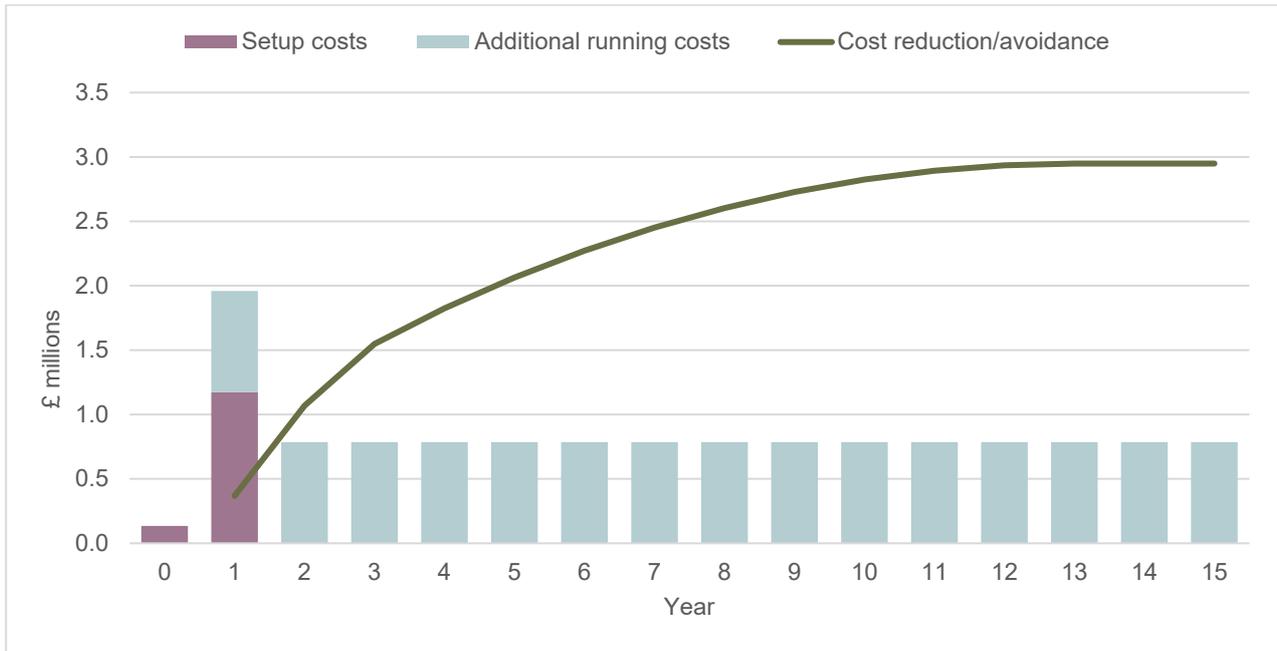
Figure 4: Cumulative costs and savings – Hertfordshire



Source: York Consulting, based on authority level data supplied by local authorities

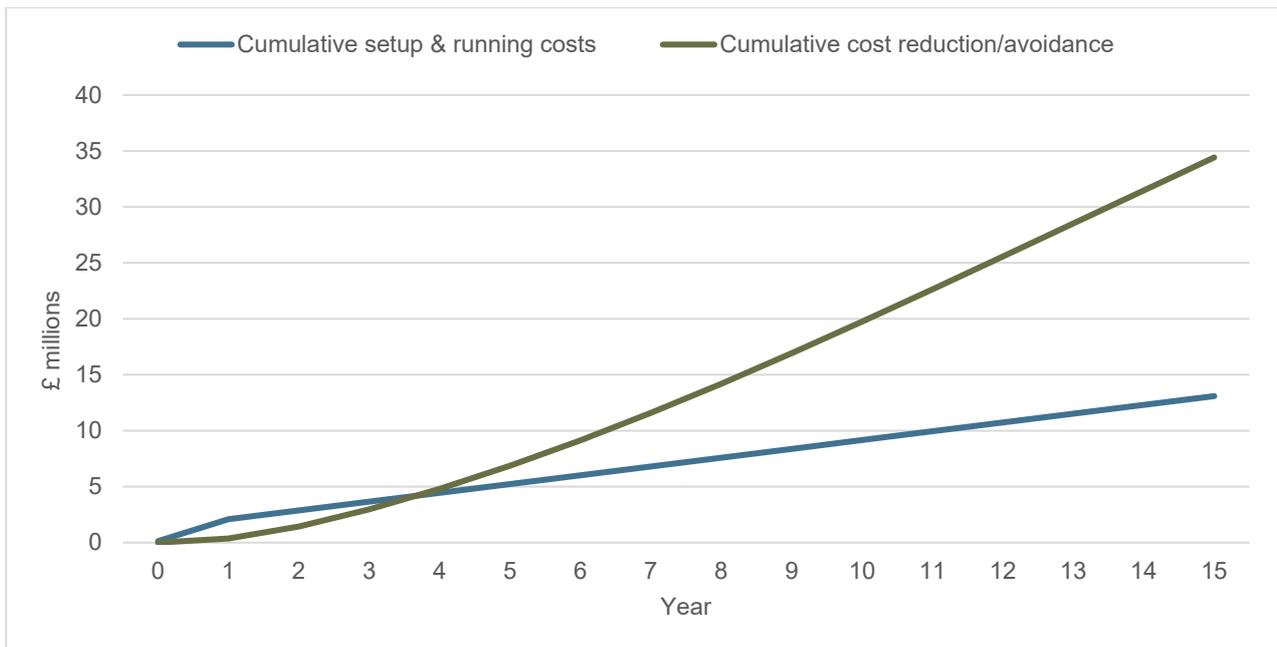
Luton: it is important to note that Luton’s results are based only on reductions in looked after children. Even so, annual savings exceed annual costs in Year 2 and by Year 5 are more than £2m per annum (Figure 5). Were Family Safeguarding in Luton also to have a positive impact on Child Protection Plan numbers, the break-even point would occur sooner than the three years and eight months shown in Figure 6.

Figure 5: Annual costs and savings – Luton



Source: York Consulting, based on authority level data supplied by local authorities

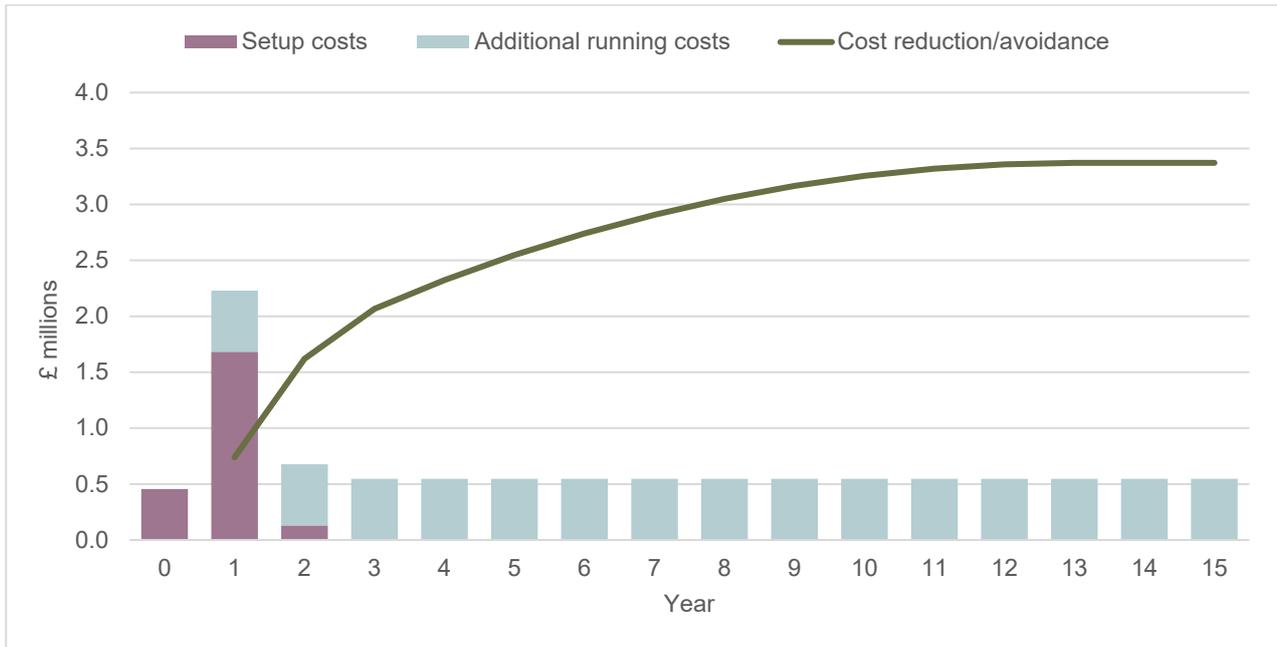
Figure 6: Cumulative costs and savings – Luton



Source: York Consulting, based on authority level data supplied by local authorities

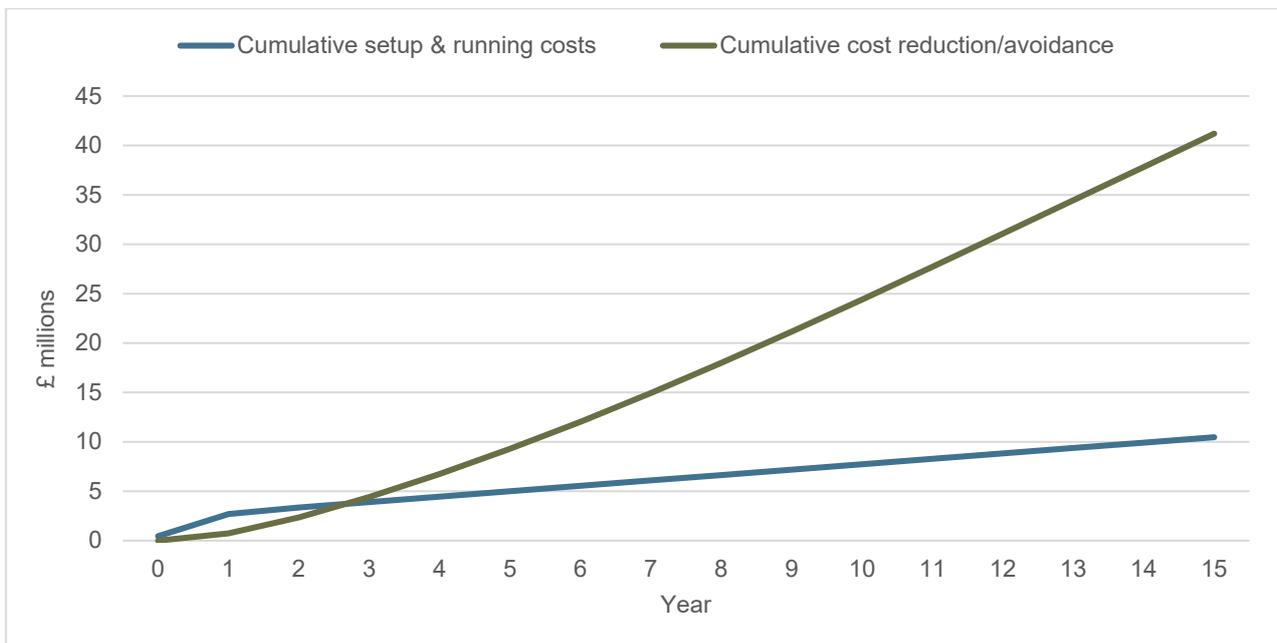
Peterborough: by the end of Year 2, it is estimated that the savings in Peterborough will be almost double the costs of delivering Family Safeguarding, with annual savings exceeding £2.5m by Year 5 (Figure 7). Peterborough’s break-even point is expected to occur during the second year of delivery (Figure 8).

Figure 7: Annual costs and savings – Peterborough



Source: York Consulting, based on authority level data supplied by local authorities

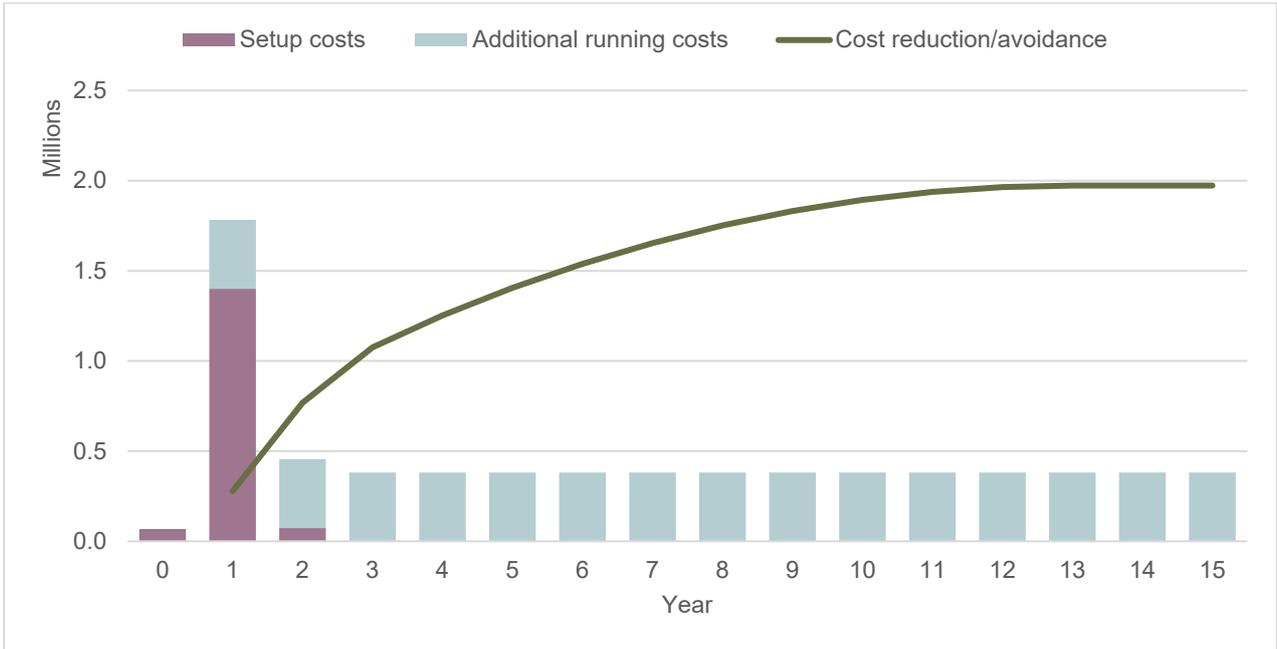
Figure 8: Cumulative costs and savings – Peterborough



Source: York Consulting, based on authority level data supplied by local authorities

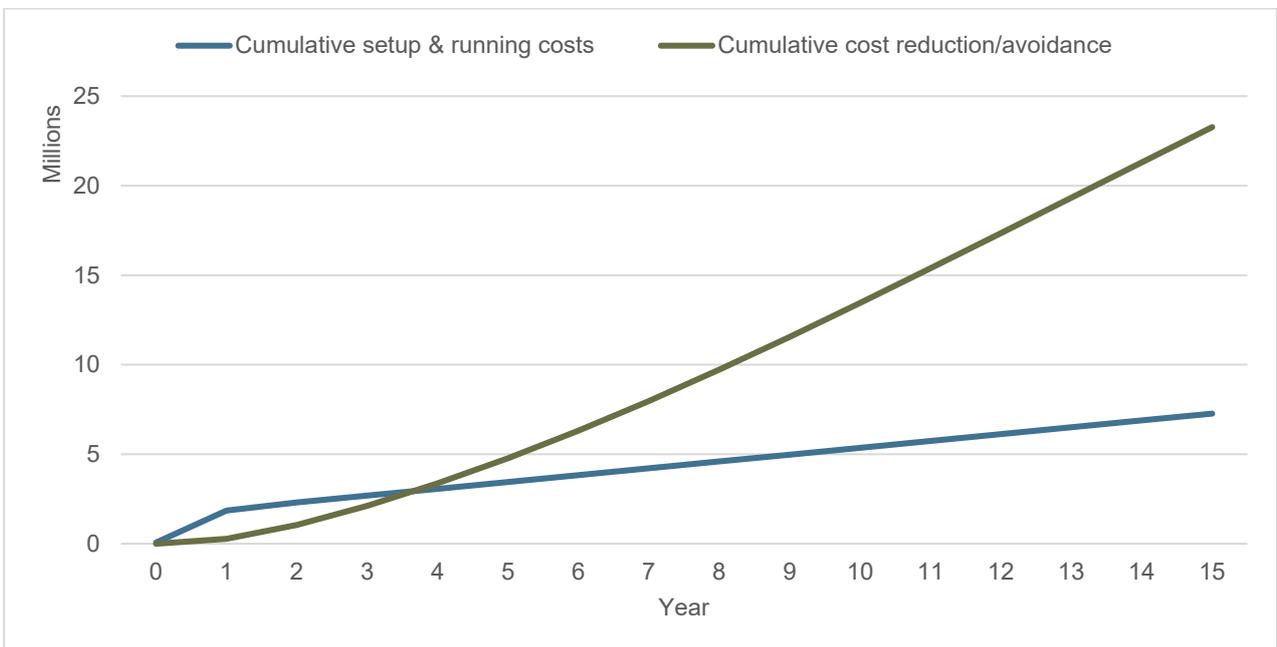
West Berkshire: annual savings are predicted to exceed annual costs in West Berkshire in Year 2. They will exceed £1m per annum from Year 3 rising to over £1.5m per annum in Year 6 and beyond (Figure 9). Break-even is expected to occur after three years and eight months (Figure 10).

Figure 9: Annual costs and savings – West Berkshire



Source: York Consulting, based on authority level data supplied by local authorities

Figure 10: Cumulative costs and savings – West Berkshire



Source: York Consulting, based on authority level data supplied by local authorities

Do the impacts of Family Safeguarding vary between local authorities? If so, why?

Perceptions

Looking first at the views of the practitioners, other stakeholders and the parents and carers that have contributed to the evaluation – there are very few notable differences across the authorities. Amongst all three groups, support for the Family Safeguarding model is broadly consistent, as are views towards the impacts it either has generated or has the potential to generate in the future. The only exceptions of note are that:

- There was some indication from the parent/carer consultations undertaken for the evaluation that families in West Berkshire and Bracknell Forest have experienced positive outcomes more quickly than families in the two other new authorities. Their feedback suggests that this may be down to them having had prompter access to specialist adult worker support, although that can only be considered an anecdotal finding.
- The surveyed practitioners in Peterborough and Hertfordshire were, on average, less positive about caseloads than their counterparts in the other authorities. In the late 2019 survey, less than half of the surveyed practitioners in Hertfordshire (49%) and Peterborough (48%) said that Family Safeguarding had reduced pressure on them through reduced caseloads, compared with 72%, 75% and 77% respectively in Luton, West Berkshire and Bracknell Forest. These differences are likely to be influenced by Peterborough and Hertfordshire already having lower caseloads when Family Safeguarding was implemented and, in the case of Hertfordshire, continued into Round Two.

Quantitative data

The results from the quantitative analysis show greater variability. Estimated break-even points are different, as are the percentage reductions in looked after children, Child Protection Plan numbers and police call-outs. The evaluation evidence suggests that a host of factors can contribute to this including, although by no means limited to:

- The characteristics and needs of the families supported by the service.
- Pre-Family Safeguarding practice and the scope that allows for improvements (i.e. some authorities may reach their lowest realistic levels of looked after children and Child Protection Plans far quicker than others).
- The promptness and quality of staff training.

- Local recruitment and retention issues, especially concerning specialist adult workers).
- Senior leadership endorsement of the model.
- Cultures of practice in other parts of the authority that refer into, or work with, Family Safeguarding.

These issues will often be interlinked and subject to external influence that is far beyond the control of Family Safeguarding. Disentangling or analysing them in isolation is therefore very difficult. Suggesting that one authority has performed better than another because they have recorded larger improvements against key indicators can be misleading because it assumes an equal starting point and comparable operating conditions. A more appropriate test will be to see whether the improvements recorded during the first two years of Family Safeguarding (or four in the case of Hertfordshire) can be sustained or improved over the longer term.

In Hertfordshire, have the benefits from Round One been sustained?

The summary answer to this question is 'yes'. The evaluation has found no evidence that the efficacy of the model in Hertfordshire, or the delivery of frontline services through Family Safeguarding, has become diluted since Round One. On the contrary:

- The average number of police call-outs per month to families supported by Family Safeguarding in Hertfordshire has reduced by 64% during Round Two. This is very similar to the 66% reduction reported in Round One.
- The reductions in looked after children and Child Protection Plans that occurred in the first two years after the implementation of Family Safeguarding have been sustained in 2018/19 and 2019/20. These are statistically significant reductions.
- The financial case for Family Safeguarding in Hertfordshire remains very strong with very significant annual savings.
- Practitioners in Hertfordshire remain very positive about the ongoing impacts of Family Safeguarding. For example:
 - 84% of the surveyed practitioners agree that Family Safeguarding continues to have a positive impact on parental engagement with social services.
 - 74% think it is reducing the number of looked after children.
 - 78% think it is reducing the number of Child Protection Plans.

That is not to say that all the operational challenges in Hertfordshire have been overcome. Practitioners continue to voice some dissatisfaction over what they perceive to be:

- Some duplication in recording.
- Mixed attendance at GCS sessions.
- Difficulties in applying the Family Safeguarding approach in full when caseloads exceed 15 children.

However, whilst the local authority should stay attuned to these issues, the headline message remains that Family Safeguarding in Hertfordshire is viewed with the same enthusiasm in Round Two as it was in Round One. Not only that, but it appears to be delivering comparable outcomes and generating significant cost savings.

4. 7 practice features and 7 outcomes

As reported in the Children's Social Care Innovation Programme Round 1 Final Evaluation Report (2017), evidence from the first round of the Innovation Programme led the DfE to identify 7 features of practice and 7 outcomes to explore further in subsequent rounds¹⁶.

Using a clear, strengths-based practice framework

MI (a strengths-based approach to working with families) has been well-received in all five local authorities. There is widespread agreement that family engagement and outcomes have improved as a result of MI.

Using systemic approaches to social work practice

The inclusion of adult workers within Family Safeguarding teams, plus the use of GCS, has enabled practitioners to build a more holistic picture of families and their circumstances. By working in a more system-wide way, practitioners are able to make more informed decisions and respond to issues more quickly, in turn reducing risk.

Multi-disciplinary skill sets working together

Multi-disciplinary working sits at the heart of Family Safeguarding and has been universally praised throughout the evaluation. It is this which has expedited families' access to specialist services and has instilled a strong belief in the approach amongst practitioners, senior stakeholders and families.

Group case discussion

GCS is a central tenet of Family Safeguarding. It is widely praised across the authorities, although attendance is higher, and therefore the discussions more holistic, in those authorities that have committed resource specifically to the co-ordination and documentation of the sessions.

Family focus

Over four-fifths (85%) of practitioners agree that Family Safeguarding promotes a whole family response. By addressing parents' needs in relation to mental health, domestic

¹⁶ Sebba, J., Luke, N., McNeish, D., and Rees, A. (2017) *Children's Social Care Innovation Programme: Final evaluation report*, Department for Education, available [here](#).

abuse and substance misuse, the teams are confident that they are helping to reduce risks to children and are maintaining more children safely within their families.

High intensity and consistency of practitioner

There is clear agreement amongst practitioners that Family Safeguarding delivers higher intensity support than the predecessor services. The evaluation does not have access to data on consistency of practitioner.

Enabling staff to do skilled direct work

A large majority of practitioners (83% (and at least 78% in each authority)) said that Family Safeguarding has enabled them to do more direct work with families.

Reducing risk for children

There is a clear consensus amongst practitioners and senior stakeholders that GCS and multi-disciplinary working has reduced the risk for children. Multi-disciplinary working has helped practitioners to have timely access to specialist information and support and be able to respond quickly, to meet parents' needs and engage them in change, in a way that reduces risk. GCS has complemented this by enabling practitioners to manage risk more effectively. The improvements (for most authorities) against key social care indicators support these views.

Creating greater stability for children

Looked after children and Child Protection Plan numbers have fallen following the implementation of Family Safeguarding and in most cases those reductions are statistically significant. Whilst this evaluation cannot prove categorically that Family Safeguarding is responsible for that, it is the clear view of the evaluators that it is likely to have been the most significant influencing factor.

Increasing wellbeing for children and families

There is consensus amongst strategic stakeholders and practitioners that the wellbeing of children and families has improved as a direct consequence of Family Safeguarding. Family relationships and parenting skills have improved, and parents have seen positive outcomes in relation to domestic abuse, mental health and substance misuse. Practitioners and parents consistently attributed this to the use of MI and multi-disciplinary working.

Increasing workforce wellbeing

Practitioners are generally positive about working within Family Safeguarding and the culture change it has engendered: over three-quarters (78%) reported that they are very satisfied with the job that they do. Practitioners do, however, counter that with feedback on caseloads (a commonly reported view is that they would like caseloads to be lower than the average of 15 children) and explain that this can have a negative impact on their job satisfaction.

Increasing workforce stability

The evaluation does not have access to information on workforce stability. However, anecdotal feedback from stakeholders in each authority suggests that social workers from other areas are applying for vacancies specifically because of Family Safeguarding.

Generating better value for money

Recognising that this evaluation has not been able to work with perfect data, and recognising also the post-implementation period in the new authorities is still relatively short (c. two years), the financial case for Family Safeguarding appears strong. Based on reductions in looked after children and Child Protection Plans alone, the annual savings exceed the annual delivery costs within two years in each of the new authorities and the break-even point (where cumulative savings exceed cumulative costs) occurs shortly after. The financial case is the strongest in Hertfordshire, where the break-even point occurs within the first year of delivery.

5. Lessons and implications

Evaluation conclusions

This evaluation concludes that Family Safeguarding contributes to reductions in the rate at which children become looked after and the number of children on Child Protection Plans. Family Safeguarding also appears to reduce the regularity with which the police are called out to those families it supports. Less can be concluded from the evaluation on the physical and mental health outcomes arising from Family Safeguarding. However, with regard to the latter, the available evidence suggests that it may contribute to a considerable reduction in crisis contacts.

Family Safeguarding enjoys strong support from social work practitioners and specialist adult workers. A large majority of those staff that contributed to the evaluation agree that it stimulates greater levels of sustained engagement amongst families and generates better and longer lasting outcomes than the social work models it has replaced. A clear finding from this evaluation is the appetite that exists within the practitioner community in each of the five local authorities for Family Safeguarding to be continued. There is no desire to return to the previous ways of working.

For families with previous experience of social services, Family Safeguarding can initially feel very different, especially in terms of how they are involved in important decision-making processes. The parents and carers that contributed to the evaluation usually became more receptive to the Family Safeguarding approach over time and recognised that they were being worked with and not done to. They place great value on the availability of specialist support and in most cases feel that their chances of making lasting, positive change have improved.

The financial case for Family Safeguarding is strong. Break-even occurs relatively quickly from savings on looked after children and Child Protection Plans, after which annual and cumulative savings greatly outweigh the costs of delivery.

Evidence from Hertfordshire suggests that the impacts of, and enthusiasm for, Family Safeguarding do not become diluted within four years of implementation. The reductions in looked after children and Child Protection Plan numbers have been sustained, as have the reductions in police call-outs. Re-referral rates in Hertfordshire reduced significantly in the first two years of Family Safeguarding and have stayed broadly at that level in the subsequent two years.

The question then turns to why Family Safeguarding is effective. The answer is unsurprisingly multi-faceted. The inclusion of specialist adult workers is evidently important, although it is not just their presence in the teams but their close working with social workers and informed input into risk assessment that makes the difference. MI

empowers families and promotes a sense of involvement and ownership. Domestic abuse is approached with support for the victims at the forefront, but also with interventions available to assist perpetrators in making permanent changes to their behaviour.

Overall therefore, this evaluation concludes that Family Safeguarding is a worthwhile investment for local authorities that are seeking to safely prevent children from being separated from their families.

Lessons for a wider roll-out of Family Safeguarding

A replicable and effective model: the Round 1 evaluation concluded that more local authorities should be encouraged to implement Family Safeguarding (which has happened both through Round 2 and more recently via the Strengthening Families, Protecting Children programme¹⁷). This evaluation wholeheartedly supports that recommendation and concludes that where children's social care is not yet being delivered via close multi-disciplinary working and a solution-focused ethos, then Family Safeguarding has the potential to improve outcomes and save money.

The importance of multi-disciplinary working: this report has repeatedly emphasised the added value that is derived from integrating specialist adult workers within Family Safeguarding teams. In the context of understanding what makes Family Safeguarding a success, it is difficult to overstate this point. It is, though, much more than simply a recruitment and retention exercise. The evaluation has found that the teams function at their best when they are co-located, when they have been trained in MI and when GCS processes work well and the meetings are well attended. It is these factors combined that foster the multidisciplinary approach about which the parents and carers in this evaluation have been so complimentary.

Domestic abuse perpetrator support: there is a growing body of research to demonstrate the effectiveness of domestic abuse perpetrator interventions¹⁸. This research is supported by qualitative feedback from social workers and specialist adult workers during this evaluation about the effectiveness of perpetrator interventions. It is

¹⁷ <https://www.gov.uk/guidance/strengthening-families-protecting-children-sfpc-programme>

¹⁸ A University of Durham and London Metropolitan University study of twelve domestic violence perpetrator programmes found a reduction in the number of women whose partners tried to punch, kick, burn or beat them from 54% to 2%. A more recent study from the University of Bristol shows a 30% reduction in the number of criminal domestic violence and abuse incidents amongst a cohort of perpetrators receiving an intervention compared to the control group; and in another study by the University of Northumbria, an intervention was found to have a 65% reduction in domestic violence and abuse related offending and a social return on investment of £14 for every £1 spent. Each of these studies is referenced in full at the end of this report.

also clear from the evaluation that demand for perpetrator support has been consistently high. Consequently so have the caseloads of the perpetrator worker. Authorities that are new to Family Safeguarding have the opportunity to learn from this and to resource those posts accordingly.

Group Case Supervision: a resounding finding from the evaluation is that GCS is a central tenet of Family Safeguarding and one that facilitates the effective management of risk, the minimisation of drift and delay, and the sharing of important knowledge across different professionals. It introduces an element of challenge and increases the variety of views when families are discussed. GCS works best when authorities ring-fence resource specifically for the organisation and co-ordination of the sessions. This includes diarising them well in advance, issuing reminders and circulating papers before the meetings, encouraging and confirming attendance, taking real-time minutes and circulating those promptly following each session.

Recording: it is important to acknowledge that practitioner views towards Family Safeguarding's Electronic Workbook have become more positive during the evaluation period, especially in the new authorities. But it is also clear that as recently as early 2020, some practitioners were still uncertain over what should be recorded and where. Given the importance of accurate recording to effective case management, it is important that all authorities – old and new – delivering Family Safeguarding ensure that staff are clear on the guidelines and standards and that these are consistently applied across all teams.

The challenge of comparing results across local authorities: local authority areas, and the families within them that are supported by the social services, are far from homogenous. It is therefore potentially misleading to conclude that one authority has outperformed another based solely on quantitative indicators such as looked after children rates and Child Protection Plans. Due to local demographics, the needs of families and/or resource constraints within the local authority or partner agencies, a smaller reduction in one authority may actually represent a greater achievement than a larger reduction in another. It is important that this be kept in mind as Family Safeguarding is introduced in other areas of the country and as evaluations are undertaken to assess its effectiveness and impact.

Evaluation as a platform for winning hearts and minds: organisational change is not easy. The five local authorities within the evaluation scope have all willingly embarked on the journey of implementing Family Safeguarding, but all have nonetheless faced challenges in embedding whole-system reform. The findings in this evaluation report should therefore be widely shared and explained to local authorities. They can help to reinforce the rationale for introducing Family Safeguarding and for committing the time, effort and initial financial investment that it involves. The report showcases not only the short-term impacts of Family Safeguarding but it also (via the findings from Hertfordshire)

lends weight to the argument that these impacts can be sustained over a longer period. It does this with strict independence and objectivity.

Future evaluation activity

Family Safeguarding is being continued beyond the Innovation Programme funding period in all five authorities. Looking ahead, it is unlikely that additional process evaluation activity will add value or insight. Greater value could be derived from:

- Cohort tracking to explore the longer-term and lasting impacts of Family Safeguarding in more detail, especially in the new authorities.
- Collecting comparable police call-out data from non-Family Safeguarding local authorities to provide a stronger counterfactual element to the assessment of Family Safeguarding's impact on reducing police call-outs.
- Collecting mental health and substance misuse outcomes data as a matter of course within Family Safeguarding evaluation work. The data available to this evaluation points to encouraging outcomes but was not available for all authorities.

Recognising the difficulties involved in obtaining A&E and unplanned hospital admissions data for the purposes of evaluation. An alternative approach may be to focus the qualitative consultation work with families on those families that are frequent or heavy users of health services. Whilst this would not give a representative or authority-wide assessment of impact, it would provide family-level examples of how Family Safeguarding reduces the burden on, and costs to, local health services.

Appendix 1: Local authority summaries

Local authority	Key features/context
Hertfordshire	<ul style="list-style-type: none"> • 23% of the population are aged under 18¹⁹ • Ofsted rated 'Good' in October 2018 • Family Safeguarding is delivered by 21 teams, most comprising five social workers, one children's practitioner and one team manager
West Berkshire	<ul style="list-style-type: none"> • 23% of the population are aged under 18 • Ofsted rated 'Good' in May 2017 • Family Safeguarding is delivered by two geographically-based teams (East and West), with an approximate combined total of 40 staff members including two recovery workers, a clinical psychologist, two mental health workers, one domestic abuse victim worker and one perpetrator worker.
Bracknell Forest	<ul style="list-style-type: none"> • 23% of the population are aged under 18 • Ofsted rated 'Good' in April 2017 • There are approximately 50 members of staff working across two Family Safeguarding teams
Luton	<ul style="list-style-type: none"> • 27% of the population are aged under 18 • Ofsted rated 'Inadequate' in January 2020 • Family Safeguarding is delivered by five geographically based teams comprising approximately 60 members of staff. These include domestic abuse victim and perpetrator workers, drug and alcohol recovery workers and mental health workers.
Peterborough	<ul style="list-style-type: none"> • 25% of the population are aged under 18 • Ofsted rated 'Good' – June 2018 • Peterborough has six Family Safeguarding teams, each of which has six social workers, two children's social care practitioners and two/three domestic abuse, substance misuse and mental health adult workers.

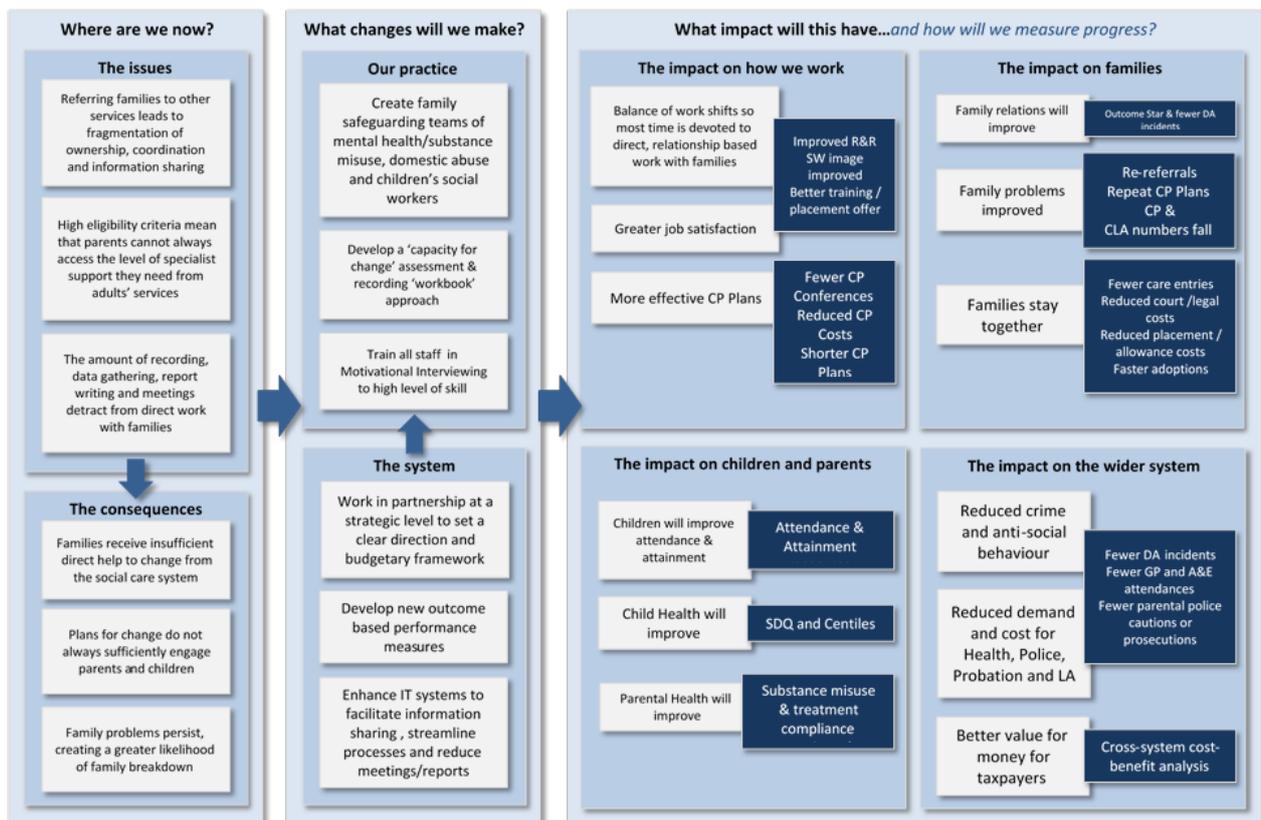
¹⁹ Population estimates from the NOMIS, Office for Statistics, as of March 2020, have been used for population levels.

Appendix 2: Theory of change

The theory of change for Family Safeguarding is shown in Figure 1. This is the original theory of change developed in the planning stages. Although it represents an accurate framework for the Family Safeguarding approach, the following changes have arisen in practice:

- Child attainment has become a less important outcome measure, in part because it is typically assessed at the end of each Key Stage. This makes it difficult to measure the attainment impact on a child who is supported by Family Safeguarding within a Key Stage.
- Only in Hertfordshire has it been possible to collect data on A&E visits and unplanned hospital admissions amongst the Family Safeguarding cohort. None of the authorities have been able to collect data on the use of GP services.

Figure 11: Family Safeguarding Theory of Change



Appendix 3: Eight Module Intervention Programme

The Family Safeguarding Intervention Programme is a framework to support direct work with children and families. The eight modules support the parenting assessment and evidence the outcomes that have been achieved. The table below summarises each of the modules, including their aims and key questions for practitioners.

Module name	Aim of the module	Questions for consideration
1. Parent(s) attitude to the assessment	Start to build a relationship with the family by exploring the reasons behind the need for a parenting assessment and collection of relevant background information	<ul style="list-style-type: none"> - What is the current situation? - What are the risks to the child(ren)? - What (if any) are the previous concerns? - Does the parent(s) understand why the assessment is being undertaken? - Has the parent(s) engaged in the assessment?
2. Parental and family history	Create a profile of the parent(s)	<ul style="list-style-type: none"> - What is the history of key family members (including those living outside of the family home)? - What is the family's current situation in relation to housing, income, finances and employment? - What family support networks does the family have in place? - Are there any stress factors that are impacting on parenting? - Is the family currently accessing any other support services?
3. Parents understanding	Gain insight into the parent(s) understanding of the impact of their behaviour on their children	<ul style="list-style-type: none"> - Do the parents understand of their behaviour (and particularly in relation to the trio of vulnerabilities) impact on their parenting and care for the children?

Module name	Aim of the module	Questions for consideration
4. Direct work with children	Complete a profile of the child(ren)	<ul style="list-style-type: none"> - What are the key characteristics of the child(ren) (e.g. likes and dislikes)? - Does the child(ren) have any development needs? - How does the child(ren) feel about living in the home and the impacts of the parent's behaviours?
5. Parenting capacity: part 1	Provide a balanced view on parenting capacity outlining the positives as well as the areas of concern	<p>Basic care and health:</p> <ul style="list-style-type: none"> - How does the parent(s) meet the needs of the child(ren)? - Does the parent(s) take part of themselves and the family home? - Are there any concerns around the attendance of the child(ren) at school/nursery? <p>Ensuring safety:</p> <ul style="list-style-type: none"> - Does the parent(s) know how to protect the child(ren) from harm and/or danger in the household and elsewhere? - Is the parent(s) able to protect themselves, i.e. within new relationships? <p>Guidance and boundaries:</p> <ul style="list-style-type: none"> - Does the parent(s) demonstrate and model appropriate behaviour and control of emotions? - Does the parent(s) set appropriate boundaries and control behaviour? - Has the parent(s) got routines in place and do they recognise the importance of these?

Module name	Aim of the module	Questions for consideration
6. Parenting capacity: part 2	Provide a balanced view on parenting capacity outlining the positives as well as the areas of concern	<p>Emotional warmth:</p> <ul style="list-style-type: none"> - Are the child(ren) emotional needs being met? - Does the parent(s) demonstrate appropriate sensitivity and responsiveness and use of physical contact? <p>Stimulation and education:</p> <ul style="list-style-type: none"> - Does the parent(s) promote learning through encouragement and cognitive stimulation? - Does the parent(s) promote social opportunities and interaction? - Does the parent(s) play and interact with the child(ren)? <p>Stability:</p> <ul style="list-style-type: none"> - Is there a stable family environment? - Does the child(ren) have the opportunity to develop secure attachments? - Does the parent(s) provide consistency of emotional warmth?
7. Analysis and recommendations	Analysis of the previous six modules and formulation of recommendations for the family	<ul style="list-style-type: none"> - What (if any) progress has the family made? - What recommendations have come from your assessment and analysis?
8. Parents comments and views	Record parent comments and views on the assessment/intervention	<ul style="list-style-type: none"> - What is the parent(s) view on the work that has been undertaken with them? - What is the child(ren) view on the work that has been undertaken with them? - What progress does the parent(s)/child(ren) think has been made?

Appendix 4: Cost-benefit methodology

Reductions in the rate of new looked after children and Child Protection Plans

The cost-benefit of Family Safeguarding has been based on two key social care indicators:

Reductions in the rate of new looked after children aged under 12: expressed as a rate per 10,000 population, this was selected as the most appropriate measure for monetising the impact of Family Safeguarding on looked after children numbers. It is more appropriate than counting the total number of looked after children at different time-points because Family Safeguarding does not work with children/families that are in already in care. Its focus is on preventing new episodes of care, not bringing existing episodes of care to an end.

Reductions in the number of children aged under 12 on of Child Protection Plans: the analysis has looked the total number of children on Child Protection Plans (as opposed to the rate) at various time-points prior to and following the implementation of Family Safeguarding. This is because Family Safeguarding works with many families after a Child Protection Plan has already been put in place. The service seeks to work with families so that the children can be stepped down from those plans, where it safe and appropriate to do so.

Tables 7 to 11 and Tables 13 to 16 in the main report show the pre and post-implementation averages against these two indicators at authority level (note that Child Protection Data is not available for Luton). For completeness those tables are repeated here. As explained in the main report:

- The calculations account for changes in the local under 12 populations across the analysis period.
- The pre-implementation period ('Before FS' in the tables) for Luton, Peterborough and West Berkshire is 2014/15 to 2016/17 inclusive. For Bracknell Forest, the first six months of 2017/18 have also been included in the pre-implementation period, reflecting the fact that Bracknell Forest did not begin the process of implementing Family Safeguarding until October 2017. For Hertfordshire, the pre-implementation period is 2012/13 to 2014/15 inclusive.
- The post-implementation period for Bracknell Forest, Luton, Peterborough and West Berkshire is 2018/19 to 2019/20 inclusive. For Hertfordshire, it is 2016/17 to 2019/20 inclusive.

Table 20: Looked after children (LAC) rates in Bracknell Forest

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	31.7	27.0	-4.7	-15%
New LAC under 12 per 10,000 population (average per annum)	16.6	14.1	-2.5	-15%
Annual reduction in new LAC under 12			-4.8	

Source: Authority level data supplied by local authorities

Table 21: Looked after children (LAC) rates in Hertfordshire

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	277.7	205.0	-72.6	-26%
New LAC under 12 per 10,000 population (average per annum)	15.9	11.0	-4.8	-30%
Annual reduction in new LAC under 12			-90.0	

Source: Authority level data supplied by local authorities

Table 22: Looked after children (LAC) rates in Luton

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	99.7	92.2	-7.5	-8%
New LAC under 12 per 10,000 population (average per annum)	25.1	22.6	-2.5	-10%
Annual reduction in new LAC under 12			-10.3	

Source: Authority level data supplied by local authorities

Table 23: Looked after children (LAC) rates in Peterborough

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	100.0	99.3	-0.7	-1%
New LAC under 12 per 10,000 population (average per annum)	29.2	26.6	-2.6	-9%
Annual reduction in new LAC under 12			-9.6	

Source: Authority level data supplied by local authorities

Table 24: Looked after children (LAC) rates in West Berkshire

	Before FS	After FS	Change (no.)	Change (%)
New LAC under 12 (average per annum)	44.6	37.6	-6.9	-16%
New LAC under 12 per 10,000 population (average per annum)	18.9	16.1	-2.8	-15%
Annual reduction in new LAC under 12			-6.6	

Source: Authority level data supplied by local authorities

Table 25: Child Protection Plans (CPP) in Bracknell Forest

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	88.0	80.8	-7.3	-8%
Average no. children under 12 on a CPP per 10,000 population	46.0	42.4	-3.6	-8%
Annual impact on no. children on a CPP			-6.8	

Source: Authority level data supplied by local authorities

Table 26: Child Protection Plans (CPP) in Hertfordshire

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	787.5	451.2	-336.3	-43%
Average no. children under 12 on a CPP per 10,000 population	44.5	24.1	-20.4	-46%
Annual impact on no. children on a CPP			-379.2	

Source: Authority level data supplied by local authorities

Table 27: Child Protection Plans (CPP) in Peterborough

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	182.3	161.7	-20.6	-11%
Average no. children under 12 on a CPP per 10,000 population	52.3	43.1	-9.2	-18%
Annual impact on no. children on a CPP			-34.2	

Source: Authority level data supplied by local authorities

Table 28: Child Protection Plans (CPP) in West Berkshire

	Before FS	After FS	Change (no.)	Change (%)
Average no. children under 12 on a CPP	89.8	83.0	-6.7	-7%
Average no. children under 12 on a CPP per 10,000 population	37.9	35.3	-2.7	-7%
Annual impact on no. children on a CPP			-6.3	

Source: Authority level data supplied by local authorities

Unit costs for looked after children

The average estimated cost used in the calculations for a looked after episode is £71,567, plus one-off legal costs in the first year of £17,622. The £71,567 is comprised of:

- **£13,274 of staffing costs:** this figure comes from in-house analysis undertaken by Hertfordshire County Council and is assumed to be the same staffing cost as for a Child Protection Plan – see breakdown below.
- **£58,293 of placement costs:** this is based on the cost of a foster placement for a younger child with no additional needs and is taken from the Chartered Institute of Public Finance and Accountancy 2019/20 benchmarking²⁰.

The one-off legal costs include estimates for court fees, representation fees for barristers or in-house solicitors, solicitors fees and shared contribution (usually 33% as the parents' legal aid covers the other 66%). They also include the cost of one expert witness.

Unit costs for Child Protection Plans

The average estimated cost used in the calculations for a Child Protection Plan is £13,274. The starting point for this was the 2010 paper by Holmes et al: Extension of the cost calculator to include cost calculations for all children in need (Loughborough University). This paper provided the basis for conversations between the evaluators and Hertfordshire County Council, arising from which was an average cost for a Child Protection Plan based on the constituent parts shown in Table 29.

²⁰ <https://www.cipfa.org/services/data-analytics/social-care>

Table 29: Unit cost of a Child Protection Plan

Item	£
Section 47 including strategy meeting and Achieving Best Evidence interview	£1,075
Ongoing support (12 months)	£6,138
Case conferences x 3	£1,134
Core groups x 12	£2,664
Total (2010 value)	£11,011
Total (2020 value)	£13,274

Source: York Consulting and Hertfordshire County Council

Estimated durations of looked after episodes and Child Protection Plans

Conversations were held between the evaluators and subject matter experts at Hertfordshire County Council to determine the estimated average duration of a looked after episode for a child aged under 12. Essentially this involved approximating the proportion of looked after episodes that last for one year, the proportion that last for two years and so on up to a maximum of 12 years. Considerations included the proportion of looked after children that are adopted, how long it typically takes from becoming looked after to being adopted and how long a looked after child typically remains in foster care. This resulted in the estimated splits shown in Table 30, the average of which is four years.

Table 30: Looked after episodes split by estimated duration

No. years looked after	Estimated % of looked after children aged under 12
1	10%
2	50%
3	5%
4	5%
5	4%
6	4%
7	4%
8	4%
9	4%
10	4%
11	4%
12	4%
Average	4 years

Source: York Consulting and Hertfordshire County Council

Data supplied by Hertfordshire County Council suggests that Child Protection Plans typically last approximately 300 days. Either side of this is administration time relating to set-up and step-down. An estimated total duration of one year has therefore been used in the calculations.

The costs of setting up and delivering Family Safeguarding

Table 31 shows the estimated annual cost for each authority for the first three years of running Family Safeguarding, split by set-up costs and additional running costs. After Year 3, the annual cost of Family Safeguarding becomes the additional running cost (i.e. there are no further set-up costs) and is assumed to be the same each year. Note that Table 31 is also included in the main report (entitled Table 18) but has been repeated here for completeness.

Table 31: Additional costs of implementing and running Family Safeguarding

	Year 0 (pre-implementation)			Year 1			Year 2			Year 3 (and each year from then on)		
	Set-up	Running	Total	Set-up	Running	Total	Set-up	Running	Total	Set-up	Running	Total
Bracknell Forest	£88,548	-	£88,548	£1,288,581	£394,000	£1,682,581	£30,000	£394,000	£424,000	-	£394,000	£394,000
Hertfordshire	£2,495,626	-	£2,495,626	£1,022,716	£1,033,321	£2,056,037	-	£1,033,321	£1,033,321	-	£1,033,321	£1,033,321
Luton	£135,141	-	£135,141	£1,173,474	£785,577	£1,959,051	-	£785,577	£785,577	-	£785,577	£785,577
Peterborough	£455,787	-	£455,787	£1,682,778	£546,716	£2,229,494	£130,171	£546,716	£676,887	-	£546,716	£546,716
West Berkshire	£67,696	-	£67,696	£1,400,889	£381,730	£1,782,619	£73,490	£381,730	£455,220	-	£381,730	£381,730

Source: York Consulting, based on authority level data supplied by local authorities

Costs and savings by authority

Looked after children: the savings to each authority are calculated by multiplying the average annual reduction in looked after children by the annual cost of a looked after episode (plus one-off legal costs). It is assumed that in Year 1, the avoided care entries will occur throughout the year rather than all occurring at the start of the year. To account for this, 50% of the annual savings for Year 1 have been excluded from the results.

Child Protection Plans: the approach is the same as above, i.e. multiplying the average annual reduction in Child Protection Plans by the annual cost of a Child Protection Plan and removing 50% of the Year 1 savings.

The most important assumptions in the calculations are that:

- The average annual reductions in new looked after children and Child Protection Plans will be sustained in future years. Obviously, were the average annual reductions to increase, then the savings would also increase. Were the average annual reductions to become smaller, then so would the savings.
- Average annual running costs for Family Safeguarding will not change (e.g. there will be no net increase or reduction in the number of specialist adult workers employed on Family Safeguarding).

Tables 32 to 41 show the estimated annual and cumulative savings over a 12 year period for each authority. It is this data which sits behind Figures 1 to 10 in the main report.

Bracknell Forest

Table 32: Annual costs and savings – Bracknell Forest

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Set-up costs	£88,548	£1,288,581	£30,000	-	-	-	-	-	-	-	-	-	-
Additional running costs	-	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000	£394,000
Cost reduction/avoidance	-	£216,892	£588,370	£811,659	£940,479	£1,052,124	£1,148,739	£1,232,473	£1,303,324	£1,361,293	£1,406,380	£1,438,585	£1,457,909

Source: York Consulting, based on authority level data supplied by local authorities

Table 33: Cumulative costs and savings – Bracknell Forest

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Cumulative set-up and running costs	£88,548	£1,771,129	£2,195,129	£2,589,129	£2,983,129	£3,377,129	£3,771,129	£4,165,129	£4,559,129	£4,953,129	£5,347,129	£5,741,129	£6,135,129
Cumulative cost reduction/avoidance	-	£216,892	£805,262	£1,616,920	£2,557,400	£3,609,523	£4,758,262	£5,990,735	£7,294,059	£8,655,352	£10,061,732	£11,500,318	£12,958,226

Source: York Consulting, based on authority level data supplied by local authorities

Hertfordshire

Table 34: Annual costs and savings – Hertfordshire

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Set-up costs	£2,495,626	£1,022,716	-	-	-	-	-	-	-	-	-	-	-
Additional running costs		£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321	£1,033,321
Cost reduction/avoidance		£5,737,265	£14,372,994	£18,559,664	£20,975,050	£23,068,385	£24,879,924	£26,449,926	£27,778,388	£28,865,312	£29,710,697	£30,314,544	£30,676,851

Source: York Consulting, based on authority level data supplied by local authorities

Table 35: Cumulative costs and savings – Hertfordshire

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Cumulative set-up and running costs	£2,495,626	£4,551,664	£5,584,985	£6,618,306	£7,651,627	£8,684,948	£9,718,269	£10,751,590	£11,784,911	£12,818,232	£13,851,553	£14,884,874	£15,918,195
Cumulative cost reduction/avoidance	-	£5,737,265	£20,110,260	£38,669,924	£59,644,974	£82,713,358	£107,593,283	£134,043,208	£161,821,596	£190,686,908	£220,397,605	£250,712,149	£281,389,000

Source: York Consulting, based on authority level data supplied by local authorities

Luton

Table 36: Annual costs and savings – Luton

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Set-up costs	£135,141	£1,173,474	-	-	-	-	-	-	-	-	-	-	-
Additional running costs	-	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577	£785,577
Cost reduction/avoidance		£368,570	£1,068,853	£1,547,994	£1,824,422	£2,063,992	£2,271,313	£2,450,991	£2,603,026	£2,727,418	£2,824,168	£2,893,275	£2,934,739

Source: York Consulting, based on authority level data supplied by local authorities

Table 37: Cumulative costs and savings – Luton

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Cumulative set-up and running costs	£135,141	£2,094,192	£2,879,769	£3,665,346	£4,450,923	£5,236,500	£6,022,077	£6,807,654	£7,593,231	£8,378,808	£9,164,385	£9,949,962	£10,735,539
Cumulative cost reduction/avoidance	-	£368,570	£1,437,423	£2,985,417	£4,809,839	£6,873,831	£9,145,144	£11,596,135	£14,199,161	£16,926,580	£19,750,748	£22,644,022	£25,578,761

Source: York Consulting, based on authority level data supplied by local authorities

Peterborough

Table 38: Annual costs and savings – Peterborough

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Set-up costs	£455,787	£1,682,778	£130,171	-	-	-	-	-	-	-	-	-	-
Additional running costs	-	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716	£546,716
Cost reduction/avoidance	-	£739,678	£1,619,355	£2,065,933	£2,323,574	£2,546,863	£2,740,094	£2,907,561	£3,049,263	£3,165,202	£3,255,376	£3,319,787	£3,358,433

Source: York Consulting, based on authority level data supplied by local authorities

Table 39: Cumulative costs and savings – Peterborough

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Cumulative set-up and running costs	£455,787	£2,685,280	£3,362,167	£3,908,883	£4,455,599	£5,002,315	£5,549,031	£6,095,747	£6,642,463	£7,189,179	£7,735,895	£8,282,611	£8,829,327
Cumulative cost reduction/avoidance	-	£739,678	£2,359,033	£4,424,966	£6,748,539	£9,295,402	£12,035,496	£14,943,057	£17,992,320	£21,157,522	£24,412,898	£27,732,685	£31,091,118

Source: York Consulting, based on authority level data supplied by local authorities

West Berkshire

Table 40: Annual costs and savings – West Berkshire

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Set-up costs	£67,696	£1,400,889	£73,490	-	-	-	-	-	-	-	-	-	-
Additional running costs	-	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730	£381,730
Cost reduction/avoidance	-	£277,984	£768,522	£1,075,545	£1,252,673	£1,406,184	£1,539,031	£1,654,164	£1,751,585	£1,831,292	£1,893,287	£1,937,569	£1,964,139

Source: York Consulting, based on authority level data supplied by local authorities

Table 41: Cumulative costs and savings – West Berkshire

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12
Cumulative set-up and running costs	£67,696	£1,850,314	£2,305,535	£2,687,265	£3,068,995	£3,450,725	£3,832,455	£4,214,185	£4,595,915	£4,977,645	£5,359,375	£5,741,105	£6,122,835
Cumulative cost reduction/avoidance	-	£277,984	£1,046,507	£2,122,051	£3,374,725	£4,780,909	£6,319,940	£7,974,104	£9,725,688	£11,556,980	£13,450,268	£15,387,837	£17,351,976

Source: York Consulting, based on authority level data supplied by local authorities

Appendix 5: Local authority level survey data

In 2019/20, 205 practitioners across the five local authorities completed the evaluation e-survey. The table below shows the local authority level response rates and estimated margins of error. Following that the local authority level response profile for each question in the survey.

Table 42

	Response rate	Estimated margin of error ²¹
Bracknell Forest	88%	5.49%
Hertfordshire	37%	8.60%
Luton	30%	19.49%
Peterborough	52%	12.34%
West Berkshire	90%	5.09%

Table 43

			LA					Total
			BF	Herts	Luton	PB	WB	
I am working within a multi-disciplinary team (MDT)	Yes	Count	37	72	16	26	37	188
		% within LA	97.4%	87.8%	88.9%	86.7%	100.0%	91.7%
	No	Count	1	10	2	4	0	17
		% within LA	2.6%	12.2%	11.1%	13.3%	0.0%	8.3%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

²¹ At a 95% confidence level.

Table 44

			LA					Total
			BF	Herts	Luton	PB	WB	
There are mental health specialists in my team	Yes	Count	36	34	16	22	37	145
		% within LA	94.7%	41.5%	88.9%	73.3%	100.0%	70.7%
	No	Count	2	48	2	8	0	60
		% within LA	5.3%	58.5%	11.1%	26.7%	0.0%	29.3%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 45

			LA					Total
			BF	Herts	Luton	PB	WB	
There are substance misuse specialists in my team	Yes	Count	37	38	16	25	37	153
		% within LA	97.4%	46.3%	88.9%	83.3%	100.0%	74.6%
	No	Count	1	44	2	5	0	52
		% within LA	2.6%	53.7%	11.1%	16.7%	0.0%	25.4%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 46

			LA					Total
			BF	Herts	Luton	PB	WB	
There are domestic violence specialists in my team	Yes	Count	37	71	18	21	37	184
		% within LA	97.4%	86.6%	100.0%	70.0%	100.0%	89.8%
	No	Count	1	11	0	9	0	21
		% within LA	2.6%	13.4%	0.0%	30.0%	0.0%	10.2%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 47

			LA					Total
			BF	Herts	Luton	PB	WB	
I have had training in Motivational Interviewing (MI)	Yes	Count	36	79	13	27	34	189
		% within LA	94.7%	96.3%	72.2%	90.0%	91.9%	92.2%
	No	Count	2	3	5	3	3	16
		% within LA	5.3%	3.7%	27.8%	10.0%	8.1%	7.8%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 48

			LA					Total
			BF	Herts	Luton	PB	WB	
I use MI in my work	Yes	Count	36	79	16	30	34	195
		% within LA	94.7%	96.3%	88.9%	100.0%	91.9%	95.1%
	No	Count	2	3	2	0	3	10
		% within LA	5.3%	3.7%	11.1%	0.0%	8.1%	4.9%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 49

			LA					Total
			BF	Herts	Luton	PB	WB	
I have used MI with interpreters	Yes	Count	2	30	12	12	7	63
		% within LA	5.3%	36.6%	66.7%	40.0%	18.9%	30.7%
	No	Count	36	52	6	18	30	142
		% within LA	94.7%	63.4%	33.3%	60.0%	81.1%	69.3%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 50

			LA					Total
			BF	Herts	Luton	PB	WB	
I am using the Family Safeguarding Workbook	Yes	Count	32	79	17	28	12	168
		% within LA	84.2%	96.3%	94.4%	93.3%	32.4%	82.0%
	No	Count	6	3	1	2	25	37
		% within LA	15.8%	3.7%	5.6%	6.7%	67.6%	18.0%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 51

			LA					Total
			BF	Herts	Luton	PB	WB	
I am using the 8 Module Intervention Programme	Yes	Count	27	65	8	15	17	132
		% within LA	71.1%	79.3%	44.4%	50.0%	45.9%	64.4%
	No	Count	11	17	10	15	20	73
		% within LA	28.9%	20.7%	55.6%	50.0%	54.1%	35.6%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 52

			LA					Total
			BF	Herts	Luton	PB	WB	
I undertake Parenting Assessments	Yes	Count	24	59	9	14	16	122
		% within LA	63.2%	72.0%	50.0%	46.7%	43.2%	59.5%
	No	Count	14	23	9	16	21	83
		% within LA	36.8%	28.0%	50.0%	53.3%	56.8%	40.5%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 53

			LA					Total
			BF	Herts	Luton	PB	WB	
I participate in group case supervision	Yes	Count	38	77	16	30	37	198
		% within LA	100.0%	93.9%	88.9%	100.0%	100.0%	96.6%
	No	Count	0	5	2	0	0	7
		% within LA	0.0%	6.1%	11.1%	0.0%	0.0%	3.4%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 54

			LA					Total	
			BF	Herts	Luton	PB	WB		
Family Safeguarding has improved my parenting assessments	Strongly Agree	Count	4	14	1	5	3	27	
		% within LA	10.5%	17.1%	5.6%	16.7%	8.1%	13.2%	
	Agree	Count	17	37	6	8	8	76	
		% within LA	44.7%	45.1%	33.3%	26.7%	21.6%	37.1%	
	Neither Agree nor Disagree	Count	10	13	4	2	10	39	
		% within LA	26.3%	15.9%	22.2%	6.7%	27.0%	19.0%	
	Disagree	Count	0	0	1	0	0	1	
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%	
	Strongly Disagree	Count	0	1	0	0	0	1	
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%	
	N/A	Count	7	17	6	15	16	61	
		% within LA	18.4%	20.7%	33.3%	50.0%	43.2%	29.8%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 55

			LA					Total	
			BF	Herts	Luton	PB	WB		
Family Safeguarding has addressed issues of "drift" and delay when working with families	Strongly Agree	Count	8	8	1	5	6	28	
		% within LA	21.1%	9.8%	5.6%	16.7%	16.2%	13.7%	
	Agree	Count	18	31	8	12	18	87	
		% within LA	47.4%	37.8%	44.4%	40.0%	48.6%	42.4%	
	Neither Agree nor Disagree	Count	7	28	6	6	9	56	
		% within LA	18.4%	34.1%	33.3%	20.0%	24.3%	27.3%	
	Disagree	Count	4	8	2	1	2	17	
		% within LA	10.5%	9.8%	11.1%	3.3%	5.4%	8.3%	
	Strongly Disagree	Count	0	1	0	0	0	1	
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%	
	N/A	Count	1	6	1	6	2	16	
		% within LA	2.6%	7.3%	5.6%	20.0%	5.4%	7.8%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 56

			LA					Total	
			BF	Herts	Luton	PB	WB		
Family Safeguarding has increased my contact time with families	Strongly Agree	Count	3	7	3	6	3	22	
		% within LA	7.9%	8.5%	16.7%	20.0%	8.1%	10.7%	
	Agree	Count	18	36	5	9	8	76	
		% within LA	47.4%	43.9%	27.8%	30.0%	21.6%	37.1%	
	Neither Agree nor Disagree	Count	7	24	4	6	12	53	
		% within LA	18.4%	29.3%	22.2%	20.0%	32.4%	25.9%	
	Disagree	Count	3	5	3	3	6	20	
		% within LA	7.9%	6.1%	16.7%	10.0%	16.2%	9.8%	
	Strongly Disagree	Count	0	4	0	1	0	5	
		% within LA	0.0%	4.9%	0.0%	3.3%	0.0%	2.4%	
	N/A	Count	7	6	3	5	8	29	
		% within LA	18.4%	7.3%	16.7%	16.7%	21.6%	14.1%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 57

			LA					Total	
			BF	Herts	Luton	PB	WB		
Working in a MDT has improved my practice	Strongly Agree	Count	19	15	3	9	10	56	
		% within LA	50.0%	18.3%	16.7%	30.0%	27.0%	27.3%	
	Agree	Count	13	44	11	16	16	100	
		% within LA	34.2%	53.7%	61.1%	53.3%	43.2%	48.8%	
	Neither Agree nor Disagree	Count	5	14	2	3	10	34	
		% within LA	13.2%	17.1%	11.1%	10.0%	27.0%	16.6%	
	Disagree	Count	0	2	1	1	0	4	
		% within LA	0.0%	2.4%	5.6%	3.3%	0.0%	2.0%	
	Strongly Disagree	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	1	7	1	1	1	11	
		% within LA	2.6%	8.5%	5.6%	3.3%	2.7%	5.4%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 58

			LA					Total	
			BF	Herts	Luton	PB	WB		
It is easy for me to access support for families with domestic violence issues	Strongly Agree	Count	16	20	5	8	14	63	
		% within LA	42.1%	24.4%	27.8%	26.7%	37.8%	30.7%	
	Agree	Count	18	41	9	18	17	103	
		% within LA	47.4%	50.0%	50.0%	60.0%	45.9%	50.2%	
	Neither Agree nor Disagree	Count	3	10	2	3	4	22	
		% within LA	7.9%	12.2%	11.1%	10.0%	10.8%	10.7%	
	Disagree	Count	0	10	1	1	2	14	
		% within LA	0.0%	12.2%	5.6%	3.3%	5.4%	6.8%	
	Strongly Disagree	Count	0	1	0	0	0	1	
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%	
	N/A	Count	1	0	1	0	0	2	
		% within LA	2.6%	0.0%	5.6%	0.0%	0.0%	1.0%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 59

			LA					Total
			BF	Herts	Luton	PB	WB	
It is easy for me to access support for families with mental health issues	Strongly Agree	Count	15	5	4	7	15	46
		% within LA	39.5%	6.1%	22.2%	23.3%	40.5%	22.4%
	Agree	Count	18	25	11	18	17	89
		% within LA	47.4%	30.5%	61.1%	60.0%	45.9%	43.4%
	Neither Agree nor Disagree	Count	3	19	1	4	3	30
		% within LA	7.9%	23.2%	5.6%	13.3%	8.1%	14.6%
	Disagree	Count	1	26	1	1	2	31
		% within LA	2.6%	31.7%	5.6%	3.3%	5.4%	15.1%
	Strongly Disagree	Count	0	7	0	0	0	7
		% within LA	0.0%	8.5%	0.0%	0.0%	0.0%	3.4%
	N/A	Count	1	0	1	0	0	2
		% within LA	2.6%	0.0%	5.6%	0.0%	0.0%	1.0%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 60

			LA					Total
			BF	Herts	Luton	PB	WB	
It is easy for me to access support for families with substance misuse issues	Strongly Agree	Count	17	8	4	9	16	54
		% within LA	44.7%	9.8%	22.2%	30.0%	43.2%	26.3%
	Agree	Count	19	40	11	15	19	104
		% within LA	50.0%	48.8%	61.1%	50.0%	51.4%	50.7%
	Neither Agree nor Disagree	Count	1	19	1	2	2	25
		% within LA	2.6%	23.2%	5.6%	6.7%	5.4%	12.2%
	Disagree	Count	0	13	1	2	0	16
		% within LA	0.0%	15.9%	5.6%	6.7%	0.0%	7.8%
	Strongly Disagree	Count	0	2	0	1	0	3
		% within LA	0.0%	2.4%	0.0%	3.3%	0.0%	1.5%
	N/A	Count	1	0	1	1	0	3
		% within LA	2.6%	0.0%	5.6%	3.3%	0.0%	1.5%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 61

			LA					Total
			BF	Herts	Luton	PB	WB	
The Family Safeguarding Workbook has improved my practice	Strongly Agree	Count	7	11	2	3	1	24
		% within LA	18.4%	13.4%	11.1%	10.0%	2.7%	11.7%
	Agree	Count	12	35	6	13	4	70
		% within LA	31.6%	42.7%	33.3%	43.3%	10.8%	34.1%
	Neither Agree nor Disagree	Count	13	26	7	4	14	64
		% within LA	34.2%	31.7%	38.9%	13.3%	37.8%	31.2%
	Disagree	Count	2	4	2	7	3	18
		% within LA	5.3%	4.9%	11.1%	23.3%	8.1%	8.8%
	Strongly Disagree	Count	1	1	0	0	1	3
		% within LA	2.6%	1.2%	0.0%	0.0%	2.7%	1.5%
	N/A	Count	3	5	1	3	14	26
		% within LA	7.9%	6.1%	5.6%	10.0%	37.8%	12.7%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 62

			LA					Total
			BF	Herts	Luton	PB	WB	
Family Safeguarding facilitates a whole family response	Strongly Agree	Count	14	20	4	4	9	51
		% within LA	36.8%	24.4%	22.2%	13.3%	24.3%	24.9%
	Agree	Count	20	49	8	20	23	120
		% within LA	52.6%	59.8%	44.4%	66.7%	62.2%	58.5%
	Neither Agree nor Disagree	Count	3	8	5	4	5	25
		% within LA	7.9%	9.8%	27.8%	13.3%	13.5%	12.2%
	Disagree	Count	0	3	1	1	0	5
		% within LA	0.0%	3.7%	5.6%	3.3%	0.0%	2.4%
	Strongly Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
	N/A	Count	1	1	0	1	0	3
		% within LA	2.6%	1.2%	0.0%	3.3%	0.0%	1.5%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 63

			LA					Total
			BF	Herts	Luton	PB	WB	
Family Safeguarding helps manage risk with families more effectively	Strongly Agree	Count	15	18	6	7	12	58
		% within LA	39.5%	22.0%	33.3%	23.3%	32.4%	28.3%
	Agree	Count	19	41	8	19	18	105
		% within LA	50.0%	50.0%	44.4%	63.3%	48.6%	51.2%
	Neither Agree nor Disagree	Count	4	19	4	4	6	37
		% within LA	10.5%	23.2%	22.2%	13.3%	16.2%	18.0%
	Disagree	Count	0	1	0	0	1	2
		% within LA	0.0%	1.2%	0.0%	0.0%	2.7%	1.0%
	Strongly Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
N/A	Count	0	2	0	0	0	2	
	% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%	
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 64

			LA					Total
			BF	Herts	Luton	PB	WB	
MI is an effective tool for working with families	Strongly Agree	Count	18	31	6	7	10	72
		% within LA	47.4%	37.8%	33.3%	23.3%	27.0%	35.1%
	Agree	Count	17	42	9	19	22	109
		% within LA	44.7%	51.2%	50.0%	63.3%	59.5%	53.2%
	Neither Agree nor Disagree	Count	2	9	2	3	4	20
		% within LA	5.3%	11.0%	11.1%	10.0%	10.8%	9.8%
	Disagree	Count	0	0	1	1	0	2
		% within LA	0.0%	0.0%	5.6%	3.3%	0.0%	1.0%
	Strongly Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
N/A	Count	1	0	0	0	1	2	
	% within LA	2.6%	0.0%	0.0%	0.0%	2.7%	1.0%	
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 65

			LA					Total
			BF	Herts	Luton	PB	WB	
MI can be used effectively with interpreters	Strongly Agree	Count	2	7	5	2	1	17
		% within LA	5.3%	8.5%	27.8%	6.7%	2.7%	8.3%
	Agree	Count	6	17	7	9	5	44
		% within LA	15.8%	20.7%	38.9%	30.0%	13.5%	21.5%
	Neither Agree nor Disagree	Count	15	36	4	8	16	79
		% within LA	39.5%	43.9%	22.2%	26.7%	43.2%	38.5%
	Disagree	Count	1	6	1	3	2	13
		% within LA	2.6%	7.3%	5.6%	10.0%	5.4%	6.3%
	Strongly Disagree	Count	0	1	0	1	0	2
		% within LA	0.0%	1.2%	0.0%	3.3%	0.0%	1.0%
N/A	Count	14	15	1	7	13	50	
	% within LA	0.0%	1.2%	0.0%	3.3%	0.0%	1.0%	
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 66

			LA					Total
			BF	Herts	Luton	PB	WB	
Partner agencies understand the MI approach	Strongly Agree	Count	2	1	2	2	2	9
		% within LA	5.3%	1.2%	11.1%	6.7%	5.4%	4.4%
	Agree	Count	12	11	5	7	10	45
		% within LA	31.6%	13.4%	27.8%	23.3%	27.0%	22.0%
	Neither Agree nor Disagree	Count	16	39	8	13	14	90
		% within LA	42.1%	47.6%	44.4%	43.3%	37.8%	43.9%
	Disagree	Count	7	28	3	8	9	55
		% within LA	18.4%	34.1%	16.7%	26.7%	24.3%	26.8%
	Strongly Disagree	Count	0	1	0	0	1	2
		% within LA	0.0%	1.2%	0.0%	0.0%	2.7%	1.0%
N/A	Count	1	2	0	0	1	4	
	% within LA	2.6%	2.4%	0.0%	0.0%	2.7%	2.0%	
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 67

			LA					Total
			BF	Herts	Luton	PB	WB	
Other colleagues in the council understand the MI approach (e.g. legal, IROs, CP chairs)	Strongly Agree	Count	4	4	2	3	0	13
		% within LA	10.5%	4.9%	11.1%	10.0%	0.0%	6.3%
	Agree	Count	20	43	12	17	16	108
		% within LA	52.6%	52.4%	66.7%	56.7%	43.2%	52.7%
	Neither Agree nor Disagree	Count	13	21	4	9	16	63
		% within LA	34.2%	25.6%	22.2%	30.0%	43.2%	30.7%
	Disagree	Count	0	9	0	0	4	13
		% within LA	0.0%	11.0%	0.0%	0.0%	10.8%	6.3%
	Strongly Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
	N/A	Count	1	4	0	1	1	7
		% within LA	2.6%	4.9%	0.0%	3.3%	2.7%	3.4%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 68

			LA					Total
			BF	Herts	Luton	PB	WB	
I receive sufficient support to help me develop my use of MI	Strongly Agree	Count	5	13	2	2	4	26
		% within LA	13.2%	15.9%	11.1%	6.7%	10.8%	12.7%
	Agree	Count	27	34	11	19	20	111
		% within LA	71.1%	41.5%	61.1%	63.3%	54.1%	54.1%
	Neither Agree nor Disagree	Count	4	23	3	5	8	43
		% within LA	10.5%	28.0%	16.7%	16.7%	21.6%	21.0%
	Disagree	Count	1	11	2	3	3	20
		% within LA	2.6%	13.4%	11.1%	10.0%	8.1%	9.8%
	Strongly Disagree	Count	0	1	0	0	1	2
		% within LA	0.0%	1.2%	0.0%	0.0%	2.7%	1.0%
	N/A	Count	1	0	0	1	1	3
		% within LA	2.6%	0.0%	0.0%	3.3%	2.7%	1.5%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 69

			LA					Total	
			BF	Herts	Luton	PB	WB		
I feel confident to use the MI approach with families	Strongly Agree	Count	10	18	4	4	4	40	
		% within LA	26.3%	22.0%	22.2%	13.3%	10.8%	19.5%	
	Agree	Count	19	48	10	15	25	117	
		% within LA	50.0%	58.5%	55.6%	50.0%	67.6%	57.1%	
	Neither Agree nor Disagree	Count	5	11	3	7	4	30	
		% within LA	13.2%	13.4%	16.7%	23.3%	10.8%	14.6%	
	Disagree	Count	2	4	1	3	3	13	
		% within LA	5.3%	4.9%	5.6%	10.0%	8.1%	6.3%	
	Strongly Disagree	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	2	1	0	1	1	5	
		% within LA	5.3%	1.2%	0.0%	3.3%	2.7%	2.4%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 70

			LA					Total	
			BF	Herts	Luton	PB	WB		
MI is having a positive impact on family engagement	Strongly Agree	Count	10	11	4	5	5	35	
		% within LA	26.3%	13.4%	22.2%	16.7%	13.5%	17.1%	
	Agree	Count	23	50	11	19	20	123	
		% within LA	60.5%	61.0%	61.1%	63.3%	54.1%	60.0%	
	Neither Agree nor Disagree	Count	3	20	3	5	11	42	
		% within LA	7.9%	24.4%	16.7%	16.7%	29.7%	20.5%	
	Disagree	Count	0	0	0	1	0	1	
		% within LA	0.0%	0.0%	0.0%	3.3%	0.0%	0.5%	
	Strongly Disagree	Count	0	1	0	0	0	1	
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%	
	N/A	Count	2	0	0	0	1	3	
		% within LA	5.3%	0.0%	0.0%	0.0%	2.7%	1.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 71

			LA					Total
			BF	Herts	Luton	PB	WB	
MI is having a positive impact on outcomes for families	Strongly Agree	Count	11	8	4	5	6	34
		% within LA	28.9%	9.8%	22.2%	16.7%	16.2%	16.6%
	Agree	Count	21	53	9	18	17	118
		% within LA	55.3%	64.6%	50.0%	60.0%	45.9%	57.6%
	Neither Agree nor Disagree	Count	4	20	4	7	13	48
		% within LA	10.5%	24.4%	22.2%	23.3%	35.1%	23.4%
	Disagree	Count	0	0	1	0	0	1
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%
	Strongly Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
N/A	Count	2	0	0	0	1	3	
	% within LA	5.3%	0.0%	0.0%	0.0%	2.7%	1.5%	
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 72

			LA					Total
			BF	Herts	Luton	PB	WB	
I have sufficient time to work effectively with families on my caseload	Strongly Agree	Count	1	4	1	1	2	9
		% within LA	2.6%	4.9%	5.6%	3.3%	5.4%	4.4%
	Agree	Count	14	34	8	16	15	87
		% within LA	36.8%	41.5%	44.4%	53.3%	40.5%	42.4%
	Neither Agree nor Disagree	Count	9	17	3	4	7	40
		% within LA	23.7%	20.7%	16.7%	13.3%	18.9%	19.5%
	Disagree	Count	5	17	4	6	6	38
		% within LA	13.2%	20.7%	22.2%	20.0%	16.2%	18.5%
	Strongly Disagree	Count	4	4	0	0	2	10
		% within LA	10.5%	4.9%	0.0%	0.0%	5.4%	4.9%
N/A	Count	5	6	2	3	5	21	
	% within LA	13.2%	7.3%	11.1%	10.0%	13.5%	10.2%	
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 73

			LA					Total	
			BF	Herts	Luton	PB	WB		
I have the right tools and resources to do my work effectively	Strongly Agree	Count	4	7	1	1	5	18	
		% within LA	10.5%	8.5%	5.6%	3.3%	13.5%	8.8%	
	Agree	Count	25	50	11	21	20	127	
		% within LA	65.8%	61.0%	61.1%	70.0%	54.1%	62.0%	
	Neither Agree nor Disagree	Count	7	14	4	3	8	36	
		% within LA	18.4%	17.1%	22.2%	10.0%	21.6%	17.6%	
	Disagree	Count	1	9	0	4	2	16	
		% within LA	2.6%	11.0%	0.0%	13.3%	5.4%	7.8%	
	Strongly Disagree	Count	0	2	0	0	1	3	
		% within LA	0.0%	2.4%	0.0%	0.0%	2.7%	1.5%	
	N/A	Count	1	0	2	1	1	5	
		% within LA	2.6%	0.0%	11.1%	3.3%	2.7%	2.4%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 74

			LA					Total	
			BF	Herts	Luton	PB	WB		
I often work over my contracted hours to cope with my workload	Strongly Agree	Count	13	26	2	8	4	53	
		% within LA	34.2%	31.7%	11.1%	26.7%	10.8%	25.9%	
	Agree	Count	16	29	8	9	19	81	
		% within LA	42.1%	35.4%	44.4%	30.0%	51.4%	39.5%	
	Neither Agree nor Disagree	Count	5	15	4	2	6	32	
		% within LA	13.2%	18.3%	22.2%	6.7%	16.2%	15.6%	
	Disagree	Count	4	11	2	11	7	35	
		% within LA	10.5%	13.4%	11.1%	36.7%	18.9%	17.1%	
	Strongly Disagree	Count	0	1	0	0	1	2	
		% within LA	0.0%	1.2%	0.0%	0.0%	2.7%	1.0%	
	N/A	Count	0	0	2	0	0	2	
		% within LA	0.0%	0.0%	11.1%	0.0%	0.0%	1.0%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 75

			LA					Total	
			BF	Herts	Luton	PB	WB		
Our case recording system allows me to manage my caseload effectively	Strongly Agree	Count	3	3	2	2	0	10	
		% within LA	7.9%	3.7%	11.1%	6.7%	0.0%	4.9%	
	Agree	Count	12	31	6	11	9	69	
		% within LA	31.6%	37.8%	33.3%	36.7%	24.3%	33.7%	
	Neither Agree nor Disagree	Count	11	21	2	6	7	47	
		% within LA	28.9%	25.6%	11.1%	20.0%	18.9%	22.9%	
	Disagree	Count	8	20	6	10	14	58	
		% within LA	21.1%	24.4%	33.3%	33.3%	37.8%	28.3%	
	Strongly Disagree	Count	2	4	0	1	4	11	
		% within LA	5.3%	4.9%	0.0%	3.3%	10.8%	5.4%	
	N/A	Count	2	3	2	0	3	10	
		% within LA	5.3%	3.7%	11.1%	0.0%	8.1%	4.9%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 76

			LA					Total	
			BF	Herts	Luton	PB	WB		
Recording case notes	A lot more time	Count	2	2	1	3	0	8	
		% within LA	5.3%	2.4%	5.6%	10.0%	0.0%	3.9%	
	A little more time	Count	6	7	4	5	4	26	
		% within LA	15.8%	8.5%	22.2%	16.7%	10.8%	12.7%	
	It's about right	Count	11	35	7	6	9	68	
		% within LA	28.9%	42.7%	38.9%	20.0%	24.3%	33.2%	
	A little less time	Count	14	24	2	12	7	59	
		% within LA	36.8%	29.3%	11.1%	40.0%	18.9%	28.8%	
	A lot less time	Count	3	13	1	4	11	32	
		% within LA	7.9%	15.9%	5.6%	13.3%	29.7%	15.6%	
	N/A	Count	2	1	3	0	6	12	
		% within LA	5.3%	1.2%	16.7%	0.0%	16.2%	5.9%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 77

			LA					Total	
			BF	Herts	Luton	PB	WB		
Writing reports	A lot more time	Count	4	7	0	4	1	16	
		% within LA	10.5%	8.5%	0.0%	13.3%	2.7%	7.8%	
	A little more time	Count	8	8	5	4	2	27	
		% within LA	21.1%	9.8%	27.8%	13.3%	5.4%	13.2%	
	It's about right	Count	8	24	5	7	11	55	
		% within LA	21.1%	29.3%	27.8%	23.3%	29.7%	26.8%	
	A little less time	Count	11	19	4	10	7	51	
		% within LA	28.9%	23.2%	22.2%	33.3%	18.9%	24.9%	
	A lot less time	Count	3	17	2	4	9	35	
		% within LA	7.9%	20.7%	11.1%	13.3%	24.3%	17.1%	
	N/A	Count	4	7	2	1	7	21	
		% within LA	10.5%	8.5%	11.1%	3.3%	18.9%	10.2%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 78

			LA					Total	
			BF	Herts	Luton	PB	WB		
Direct work with parents/ guardians	A lot more time	Count	9	23	4	6	12	54	
		% within LA	23.7%	28.0%	22.2%	20.0%	32.4%	26.3%	
	A little more time	Count	17	29	6	13	11	76	
		% within LA	44.7%	35.4%	33.3%	43.3%	29.7%	37.1%	
	It's about right	Count	8	26	6	9	8	57	
		% within LA	21.1%	31.7%	33.3%	30.0%	21.6%	27.8%	
	A little less time	Count	1	1	0	0	1	3	
		% within LA	2.6%	1.2%	0.0%	0.0%	2.7%	1.5%	
	A lot less time	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	3	3	2	2	5	15	
		% within LA	7.9%	3.7%	11.1%	6.7%	13.5%	7.3%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 79

			LA					Total	
			BF	Herts	Luton	PB	WB		
Direct work with children	A lot more time	Count	10	34	4	6	14	68	
		% within LA	26.3%	41.5%	22.2%	20.0%	37.8%	33.2%	
	A little more time	Count	14	22	7	11	6	60	
		% within LA	36.8%	26.8%	38.9%	36.7%	16.2%	29.3%	
	It's about right	Count	8	17	2	7	6	40	
		% within LA	21.1%	20.7%	11.1%	23.3%	16.2%	19.5%	
	A little less time	Count	0	0	0	0	1	1	
		% within LA	0.0%	0.0%	0.0%	0.0%	2.7%	0.5%	
	A lot less time	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	6	9	5	6	10	36	
		% within LA	15.8%	11.0%	27.8%	20.0%	27.0%	17.6%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 80

			LA					Total	
			BF	Herts	Luton	PB	WB		
Group case supervision	A lot more time	Count	2	5	3	1	0	11	
		% within LA	5.3%	6.1%	16.7%	3.3%	0.0%	5.4%	
	A little more time	Count	5	14	6	7	8	40	
		% within LA	13.2%	17.1%	33.3%	23.3%	21.6%	19.5%	
	It's about right	Count	25	56	6	19	27	133	
		% within LA	65.8%	68.3%	33.3%	63.3%	73.0%	64.9%	
	A little less time	Count	4	4	1	3	2	14	
		% within LA	10.5%	4.9%	5.6%	10.0%	5.4%	6.8%	
	A lot less time	Count	1	1	1	0	0	3	
		% within LA	2.6%	1.2%	5.6%	0.0%	0.0%	1.5%	
	N/A	Count	1	2	1	0	0	4	
		% within LA	2.6%	2.4%	5.6%	0.0%	0.0%	2.0%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 81

			LA					Total	
			BF	Herts	Luton	PB	WB		
Individual supervision	A lot more time	Count	1	5	1	3	1	11	
		% within LA	2.6%	6.1%	5.6%	10.0%	2.7%	5.4%	
	A little more time	Count	5	22	3	5	5	40	
		% within LA	13.2%	26.8%	16.7%	16.7%	13.5%	19.5%	
	It's about right	Count	25	52	12	18	30	137	
		% within LA	65.8%	63.4%	66.7%	60.0%	81.1%	66.8%	
	A little less time	Count	6	2	1	3	1	13	
		% within LA	15.8%	2.4%	5.6%	10.0%	2.7%	6.3%	
	A lot less time	Count	0	0	0	1	0	1	
		% within LA	0.0%	0.0%	0.0%	3.3%	0.0%	0.5%	
	N/A	Count	1	1	1	0	0	3	
		% within LA	2.6%	1.2%	5.6%	0.0%	0.0%	1.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 82

			LA					Total	
			BF	Herts	Luton	PB	WB		
Team meetings	A lot more time	Count	1	0	0	1	0	2	
		% within LA	2.6%	0.0%	0.0%	3.3%	0.0%	1.0%	
	A little more time	Count	2	9	2	1	3	17	
		% within LA	5.3%	11.0%	11.1%	3.3%	8.1%	8.3%	
	It's about right	Count	28	57	14	24	26	149	
		% within LA	73.7%	69.5%	77.8%	80.0%	70.3%	72.7%	
	A little less time	Count	5	12	1	3	7	28	
		% within LA	13.2%	14.6%	5.6%	10.0%	18.9%	13.7%	
	A lot less time	Count	1	3	0	1	1	6	
		% within LA	2.6%	3.7%	0.0%	3.3%	2.7%	2.9%	
	N/A	Count	1	1	1	0	0	3	
		% within LA	2.6%	1.2%	5.6%	0.0%	0.0%	1.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 83

			LA					Total
			BF	Herts	Luton	PB	WB	
Dealing with referrals to other agencies	A lot more time	Count	0	2	0	0	1	3
		% within LA	0.0%	2.4%	0.0%	0.0%	2.7%	1.5%
	A little more time	Count	6	8	1	4	2	21
		% within LA	15.8%	9.8%	5.6%	13.3%	5.4%	10.2%
	It's about right	Count	18	41	13	18	21	111
		% within LA	47.4%	50.0%	72.2%	60.0%	56.8%	54.1%
	A little less time	Count	9	17	2	5	8	41
		% within LA	23.7%	20.7%	11.1%	16.7%	21.6%	20.0%
	A lot less time	Count	3	10	0	1	0	14
		% within LA	7.9%	12.2%	0.0%	3.3%	0.0%	6.8%
	N/A	Count	2	4	2	2	5	15
		% within LA	5.3%	4.9%	11.1%	6.7%	13.5%	7.3%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 84

			LA					Total	
			BF	Herts	Luton	PB	WB		
Other administration	A lot more time	Count	1	9	1	2	4	17	
		% within LA	2.6%	11.0%	5.6%	6.7%	10.8%	8.3%	
	A little more time	Count	10	6	3	2	2	23	
		% within LA	26.3%	7.3%	16.7%	6.7%	5.4%	11.2%	
	It's about right	Count	10	31	8	16	14	79	
		% within LA	26.3%	37.8%	44.4%	53.3%	37.8%	38.5%	
	A little less time	Count	11	17	3	2	12	45	
		% within LA	28.9%	20.7%	16.7%	6.7%	32.4%	22.0%	
	A lot less time	Count	4	15	1	5	3	28	
		% within LA	10.5%	18.3%	5.6%	16.7%	8.1%	13.7%	
	N/A	Count	2	4	2	3	2	13	
		% within LA	5.3%	4.9%	11.1%	10.0%	5.4%	6.3%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 85

			LA					Total	
			BF	Herts	Luton	PB	WB		
Management of Family Safeguarding is effective	Strongly Agree	Count	9	13	2	5	7	36	
		% within LA	23.7%	15.9%	11.1%	16.7%	18.9%	17.6%	
	Agree	Count	21	51	11	23	26	132	
		% within LA	55.3%	62.2%	61.1%	76.7%	70.3%	64.4%	
	Neither Agree nor Disagree	Count	5	13	4	2	4	28	
		% within LA	13.2%	15.9%	22.2%	6.7%	10.8%	13.7%	
	Disagree	Count	3	3	0	0	0	6	
		% within LA	7.9%	3.7%	0.0%	0.0%	0.0%	2.9%	
	Strongly Disagree	Count	0	2	0	0	0	2	
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%	
	N/A	Count	0	0	1	0	0	1	
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 86

			LA					Total
			BF	Herts	Luton	PB	WB	
My leadership team keeps me informed about changes affecting my work	Strongly Agree	Count	13	18	3	7	6	47
		% within LA	34.2%	22.0%	16.7%	23.3%	16.2%	22.9%
	Agree	Count	20	45	12	18	21	116
		% within LA	52.6%	54.9%	66.7%	60.0%	56.8%	56.6%
	Neither Agree nor Disagree	Count	3	12	2	4	8	29
		% within LA	7.9%	14.6%	11.1%	13.3%	21.6%	14.1%
	Disagree	Count	1	6	0	0	2	9
		% within LA	2.6%	7.3%	0.0%	0.0%	5.4%	4.4%
	Strongly Disagree	Count	1	1	0	1	0	3
		% within LA	2.6%	1.2%	0.0%	3.3%	0.0%	1.5%
	N/A	Count	0	0	1	0	0	1
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 87

			LA					Total
			BF	Herts	Luton	PB	WB	
If I have an idea or concern, I feel confident about raising it with my managers	Strongly Agree	Count	17	25	5	14	17	78
		% within LA	44.7%	30.5%	27.8%	46.7%	45.9%	38.0%
	Agree	Count	14	53	12	12	18	109
		% within LA	36.8%	64.6%	66.7%	40.0%	48.6%	53.2%
	Neither Agree nor Disagree	Count	3	3	0	4	2	12
		% within LA	7.9%	3.7%	0.0%	13.3%	5.4%	5.9%
	Disagree	Count	2	1	0	0	0	3
		% within LA	5.3%	1.2%	0.0%	0.0%	0.0%	1.5%
	Strongly Disagree	Count	1	0	0	0	0	1
		% within LA	2.6%	0.0%	0.0%	0.0%	0.0%	0.5%
	N/A	Count	1	0	1	0	0	2
		% within LA	2.6%	0.0%	5.6%	0.0%	0.0%	1.0%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 88

			LA					Total
			BF	Herts	Luton	PB	WB	
I have sufficient time to share information with my colleagues on cases we are co-working	Strongly Agree	Count	8	15	3	2	6	34
		% within LA	21.1%	18.3%	16.7%	6.7%	16.2%	16.6%
	Agree	Count	23	41	12	16	21	113
		% within LA	60.5%	50.0%	66.7%	53.3%	56.8%	55.1%
	Neither Agree nor Disagree	Count	4	8	3	9	3	27
		% within LA	10.5%	9.8%	16.7%	30.0%	8.1%	13.2%
	Disagree	Count	1	14	0	3	4	22
		% within LA	2.6%	17.1%	0.0%	10.0%	10.8%	10.7%
	Strongly Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
N/A	Count	2	4	0	0	3	9	
	% within LA	5.3%	4.9%	0.0%	0.0%	8.1%	4.4%	
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 89

			LA					Total	
			BF	Herts	Luton	PB	WB		
Communication within my team is effective	Strongly Agree	Count	17	27	4	9	10	67	
		% within LA	44.7%	32.9%	22.2%	30.0%	27.0%	32.7%	
	Agree	Count	18	45	11	16	25	115	
		% within LA	47.4%	54.9%	61.1%	53.3%	67.6%	56.1%	
	Neither Agree nor Disagree	Count	3	8	2	4	2	19	
		% within LA	7.9%	9.8%	11.1%	13.3%	5.4%	9.3%	
	Disagree	Count	0	2	0	1	0	3	
		% within LA	0.0%	2.4%	0.0%	3.3%	0.0%	1.5%	
	Strongly Disagree	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	0	0	1	0	0	1	
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 90

			LA					Total
			BF	Herts	Luton	PB	WB	
I feel that my perspective on a case is valued by others	Strongly Agree	Count	13	25	5	7	12	62
		% within LA	34.2%	30.5%	27.8%	23.3%	32.4%	30.2%
	Agree	Count	19	44	12	20	23	118
		% within LA	50.0%	53.7%	66.7%	66.7%	62.2%	57.6%
	Neither Agree nor Disagree	Count	4	12	1	3	2	22
		% within LA	10.5%	14.6%	5.6%	10.0%	5.4%	10.7%
	Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Strongly Disagree	Count	1	1	0	0	0	2
		% within LA	2.6%	1.2%	0.0%	0.0%	0.0%	1.0%
	N/A	Count	1	0	0	0	0	1
		% within LA	2.6%	0.0%	0.0%	0.0%	0.0%	0.5%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 91

			LA					Total
			BF	Herts	Luton	PB	WB	
I receive sufficient information from the Assessment Team when a case is handed over	Strongly Agree	Count	2	5	0	3	0	10
		% within LA	5.3%	6.1%	0.0%	10.0%	0.0%	4.9%
	Agree	Count	21	27	4	5	8	65
		% within LA	55.3%	32.9%	22.2%	16.7%	21.6%	31.7%
	Neither Agree nor Disagree	Count	7	22	5	5	15	54
		% within LA	18.4%	26.8%	27.8%	16.7%	40.5%	26.3%
	Disagree	Count	5	16	5	9	6	41
		% within LA	13.2%	19.5%	27.8%	30.0%	16.2%	20.0%
	Strongly Disagree	Count	3	6	0	3	3	15
		% within LA	7.9%	7.3%	0.0%	10.0%	8.1%	7.3%
	N/A	Count	0	6	4	5	5	20
		% within LA	0.0%	7.3%	22.2%	16.7%	13.5%	9.8%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 92

			LA					Total
			BF	Herts	Luton	PB	WB	
My manager supports me in my professional judgement and decision making	Strongly Agree	Count	18	42	5	15	14	94
		% within LA	47.4%	51.2%	27.8%	50.0%	37.8%	45.9%
	Agree	Count	16	36	12	12	22	98
		% within LA	42.1%	43.9%	66.7%	40.0%	59.5%	47.8%
	Neither Agree nor Disagree	Count	3	4	0	3	1	11
		% within LA	7.9%	4.9%	0.0%	10.0%	2.7%	5.4%
	Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Strongly Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
N/A	Count	1	0	1	0	0	2	
	% within LA	2.6%	0.0%	5.6%	0.0%	0.0%	1.0%	
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 93

			LA					Total
			BF	Herts	Luton	PB	WB	
I feel encouraged to develop better ways of doing things	Strongly Agree	Count	15	32	4	13	11	75
		% within LA	39.5%	39.0%	22.2%	43.3%	29.7%	36.6%
	Agree	Count	19	37	13	14	25	108
		% within LA	50.0%	45.1%	72.2%	46.7%	67.6%	52.7%
	Neither Agree nor Disagree	Count	4	9	0	3	1	17
		% within LA	10.5%	11.0%	0.0%	10.0%	2.7%	8.3%
	Disagree	Count	0	3	0	0	0	3
		% within LA	0.0%	3.7%	0.0%	0.0%	0.0%	1.5%
	Strongly Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
N/A	Count	0	1	1	0	0	2	
	% within LA	0.0%	1.2%	5.6%	0.0%	0.0%	1.0%	
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 94

			LA					Total
			BF	Herts	Luton	PB	WB	
I feel I have the knowledge and skills I need to work effectively with families	Strongly Agree	Count	11	26	3	8	9	57
		% within LA	28.9%	31.7%	16.7%	26.7%	24.3%	27.8%
	Agree	Count	25	48	13	21	24	131
		% within LA	65.8%	58.5%	72.2%	70.0%	64.9%	63.9%
	Neither Agree nor Disagree	Count	1	4	0	1	2	8
		% within LA	2.6%	4.9%	0.0%	3.3%	5.4%	3.9%
	Disagree	Count	0	2	1	0	2	5
		% within LA	0.0%	2.4%	5.6%	0.0%	5.4%	2.4%
	Strongly Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
	N/A	Count	1	1	1	0	0	3
		% within LA	2.6%	1.2%	5.6%	0.0%	0.0%	1.5%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 95

			LA					Total
			BF	Herts	Luton	PB	WB	
My training and development needs are being fully met	Strongly Agree	Count	10	18	3	4	7	42
		% within LA	26.3%	22.0%	16.7%	13.3%	18.9%	20.5%
	Agree	Count	19	40	9	16	22	106
		% within LA	50.0%	48.8%	50.0%	53.3%	59.5%	51.7%
	Neither Agree nor Disagree	Count	5	13	4	7	8	37
		% within LA	13.2%	15.9%	22.2%	23.3%	21.6%	18.0%
	Disagree	Count	3	10	1	3	0	17
		% within LA	7.9%	12.2%	5.6%	10.0%	0.0%	8.3%
	Strongly Disagree	Count	1	1	0	0	0	2
		% within LA	2.6%	1.2%	0.0%	0.0%	0.0%	1.0%
	N/A	Count	0	0	1	0	0	1
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 96

			LA					Total	
			BF	Herts	Luton	PB	WB		
I receive effective supervision which helps me to do my job better	Strongly Agree	Count	13	27	3	11	14	68	
		% within LA	34.2%	32.9%	16.7%	36.7%	37.8%	33.2%	
	Agree	Count	20	39	11	11	21	102	
		% within LA	52.6%	47.6%	61.1%	36.7%	56.8%	49.8%	
	Neither Agree nor Disagree	Count	3	8	3	6	2	22	
		% within LA	7.9%	9.8%	16.7%	20.0%	5.4%	10.7%	
	Disagree	Count	2	6	0	2	0	10	
		% within LA	5.3%	7.3%	0.0%	6.7%	0.0%	4.9%	
	Strongly Disagree	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	0	2	1	0	0	3	
		% within LA	0.0%	2.4%	5.6%	0.0%	0.0%	1.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 97

			LA					Total	
			BF	Herts	Luton	PB	WB		
Generally, the right decisions are made during group case supervision	Strongly Agree	Count	10	23	4	10	12	59	
		% within LA	26.3%	28.0%	22.2%	33.3%	32.4%	28.8%	
	Agree	Count	23	45	13	18	24	123	
		% within LA	60.5%	54.9%	72.2%	60.0%	64.9%	60.0%	
	Neither Agree nor Disagree	Count	5	9	0	1	1	16	
		% within LA	13.2%	11.0%	0.0%	3.3%	2.7%	7.8%	
	Disagree	Count	0	0	1	0	0	1	
		% within LA	0.0%	0.0%	5.6%	0.0%	0.0%	0.5%	
	Strongly Disagree	Count	0	0	0	0	0	0	
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
	N/A	Count	0	5	0	1	0	6	
		% within LA	0.0%	6.1%	0.0%	3.3%	0.0%	2.9%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 98

			LA					Total
			BF	Herts	Luton	PB	WB	
Group case supervision results in a better shared understanding of risk	Strongly Agree	Count	19	29	5	15	15	83
		% within LA	50.0%	35.4%	27.8%	50.0%	40.5%	40.5%
	Agree	Count	16	42	12	11	22	103
		% within LA	42.1%	51.2%	66.7%	36.7%	59.5%	50.2%
	Neither Agree nor Disagree	Count	3	8	1	3	0	15
		% within LA	7.9%	9.8%	5.6%	10.0%	0.0%	7.3%
	Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
	Strongly Disagree	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
N/A	Count	0	2	0	1	0	3	
	% within LA	0.0%	2.4%	0.0%	3.3%	0.0%	1.5%	
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 99

			LA					Total
			BF	Herts	Luton	PB	WB	
Group case supervision enables me to be a more reflective practitioner	Strongly Agree	Count	16	24	5	12	10	67
		% within LA	42.1%	29.3%	27.8%	40.0%	27.0%	32.7%
	Agree	Count	13	35	10	13	25	96
		% within LA	34.2%	42.7%	55.6%	43.3%	67.6%	46.8%
	Neither Agree nor Disagree	Count	6	11	2	3	2	24
		% within LA	15.8%	13.4%	11.1%	10.0%	5.4%	11.7%
	Disagree	Count	3	6	0	1	0	10
		% within LA	7.9%	7.3%	0.0%	3.3%	0.0%	4.9%
	Strongly Disagree	Count	0	2	0	0	0	2
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%
	N/A	Count	0	4	1	1	0	6
		% within LA	0.0%	4.9%	5.6%	3.3%	0.0%	2.9%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 100

			LA					Total
			BF	Herts	Luton	PB	WB	
I am very satisfied with the job I do	Strongly Agree	Count	9	11	5	5	8	38
		% within LA	23.7%	13.4%	27.8%	16.7%	21.6%	18.5%
	Agree	Count	24	47	9	18	23	121
		% within LA	63.2%	57.3%	50.0%	60.0%	62.2%	59.0%
	Neither Agree nor Disagree	Count	4	15	3	7	4	33
		% within LA	10.5%	18.3%	16.7%	23.3%	10.8%	16.1%
	Disagree	Count	1	8	1	0	2	12
		% within LA	2.6%	9.8%	5.6%	0.0%	5.4%	5.9%
	Strongly Disagree	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
	N/A	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 101

			LA					Total
			BF	Herts	Luton	PB	WB	
I often feel stressed by my job	Strongly Agree	Count	7	17	3	3	4	34
		% within LA	18.4%	20.7%	16.7%	10.0%	10.8%	16.6%
	Agree	Count	12	36	3	11	14	76
		% within LA	31.6%	43.9%	16.7%	36.7%	37.8%	37.1%
	Neither Agree nor Disagree	Count	10	18	9	10	12	59
		% within LA	26.3%	22.0%	50.0%	33.3%	32.4%	28.8%
	Disagree	Count	9	10	3	6	6	34
		% within LA	23.7%	12.2%	16.7%	20.0%	16.2%	16.6%
	Strongly Disagree	Count	0	1	0	0	1	2
		% within LA	0.0%	1.2%	0.0%	0.0%	2.7%	1.0%
	N/A	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 102

			LA					Total
			BF	Herts	Luton	PB	WB	
I often feel tired as a result of my job	Strongly Agree	Count	5	25	2	4	7	43
		% within LA	13.2%	30.5%	11.1%	13.3%	18.9%	21.0%
	Agree	Count	18	40	7	17	17	99
		% within LA	47.4%	48.8%	38.9%	56.7%	45.9%	48.3%
	Neither Agree nor Disagree	Count	12	10	8	7	9	46
		% within LA	31.6%	12.2%	44.4%	23.3%	24.3%	22.4%
	Disagree	Count	2	7	1	2	3	15
		% within LA	5.3%	8.5%	5.6%	6.7%	8.1%	7.3%
	Strongly Disagree	Count	1	0	0	0	1	2
		% within LA	2.6%	0.0%	0.0%	0.0%	2.7%	1.0%
	N/A	Count	0	0	0	0	0	0
		% within LA	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 103

			LA					Total
			BF	Herts	Luton	PB	WB	
I am likely to remain in my job for the next two years	Strongly Agree	Count	10	17	3	6	9	45
		% within LA	26.3%	20.7%	16.7%	20.0%	24.3%	22.0%
	Agree	Count	21	35	9	13	19	97
		% within LA	55.3%	42.7%	50.0%	43.3%	51.4%	47.3%
	Neither Agree nor Disagree	Count	4	20	4	6	5	39
		% within LA	10.5%	24.4%	22.2%	20.0%	13.5%	19.0%
	Disagree	Count	1	4	1	1	3	10
		% within LA	2.6%	4.9%	5.6%	3.3%	8.1%	4.9%
	Strongly Disagree	Count	2	5	0	1	1	9
		% within LA	5.3%	6.1%	0.0%	3.3%	2.7%	4.4%
	N/A	Count	0	1	1	3	0	5
		% within LA	0.0%	1.2%	5.6%	10.0%	0.0%	2.4%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 104

			LA					Total
			BF	Herts	Luton	PB	WB	
Staff turnover is a problem in my practice area	Strongly Agree	Count	6	20	4	8	0	38
		% within LA	15.8%	24.4%	22.2%	26.7%	0.0%	18.5%
	Agree	Count	13	24	7	9	9	62
		% within LA	34.2%	29.3%	38.9%	30.0%	24.3%	30.2%
	Neither Agree nor Disagree	Count	13	18	4	8	10	53
		% within LA	34.2%	22.0%	22.2%	26.7%	27.0%	25.9%
	Disagree	Count	6	14	2	4	15	41
		% within LA	15.8%	17.1%	11.1%	13.3%	40.5%	20.0%
	Strongly Disagree	Count	0	4	0	0	2	6
		% within LA	0.0%	4.9%	0.0%	0.0%	5.4%	2.9%
	N/A	Count	0	2	1	1	1	5
		% within LA	0.0%	2.4%	5.6%	3.3%	2.7%	2.4%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 105

			LA					Total
			BF	Herts	Luton	PB	WB	
Levels of staff absence in my practice area are concerning	Strongly Agree	Count	3	9	0	6	1	19
		% within LA	7.9%	11.0%	0.0%	20.0%	2.7%	9.3%
	Agree	Count	3	12	2	9	10	36
		% within LA	7.9%	14.6%	11.1%	30.0%	27.0%	17.6%
	Neither Agree nor Disagree	Count	16	26	9	9	9	69
		% within LA	42.1%	31.7%	50.0%	30.0%	24.3%	33.7%
	Disagree	Count	14	25	5	4	15	63
		% within LA	36.8%	30.5%	27.8%	13.3%	40.5%	30.7%
	Strongly Disagree	Count	1	9	1	0	1	12
		% within LA	2.6%	11.0%	5.6%	0.0%	2.7%	5.9%
	N/A	Count	1	1	1	2	1	6
		% within LA	2.6%	1.2%	5.6%	6.7%	2.7%	2.9%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 106

			LA					Total
			BF	Herts	Luton	PB	WB	
Social workers	Significant impact	Count	16	24	9	11	14	74
		% within LA	42.1%	29.3%	50.0%	36.7%	37.8%	36.1%
	Some impact	Count	20	46	8	16	15	105
		% within LA	52.6%	56.1%	44.4%	53.3%	40.5%	51.2%
	No impact	Count	1	1	1	1	3	7
		% within LA	2.6%	1.2%	5.6%	3.3%	8.1%	3.4%
	Don't know	Count	0	11	0	1	2	14
		% within LA	0.0%	13.4%	0.0%	3.3%	5.4%	6.8%
	N/A	Count	1	0	0	1	3	5
		% within LA	2.6%	0.0%	0.0%	3.3%	8.1%	2.4%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 107

			LA					Total
			BF	Herts	Luton	PB	WB	
Domestic violence support for victims	Significant impact	Count	22	41	13	10	26	112
		% within LA	57.9%	50.0%	72.2%	33.3%	70.3%	54.6%
	Some impact	Count	15	29	5	13	8	70
		% within LA	39.5%	35.4%	27.8%	43.3%	21.6%	34.1%
	No impact	Count	0	1	0	2	1	4
		% within LA	0.0%	1.2%	0.0%	6.7%	2.7%	2.0%
	Don't know	Count	1	10	0	3	0	14
		% within LA	2.6%	12.2%	0.0%	10.0%	0.0%	6.8%
	N/A	Count	0	1	0	2	2	5
		% within LA	0.0%	1.2%	0.0%	6.7%	5.4%	2.4%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 108

			LA					Total
			BF	Herts	Luton	PB	WB	
Domestic violence support for perpetrators	Significant impact	Count	18	35	13	6	22	94
		% within LA	47.4%	42.7%	72.2%	20.0%	59.5%	45.9%
	Some impact	Count	20	31	5	18	11	85
		% within LA	52.6%	37.8%	27.8%	60.0%	29.7%	41.5%
	No impact	Count	0	1	0	1	1	3
		% within LA	0.0%	1.2%	0.0%	3.3%	2.7%	1.5%
	Don't know	Count	0	14	0	3	1	18
		% within LA	0.0%	17.1%	0.0%	10.0%	2.7%	8.8%
	N/A	Count	0	1	0	2	2	5
		% within LA	0.0%	1.2%	0.0%	6.7%	5.4%	2.4%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 109

			LA					Total
			BF	Herts	Luton	PB	WB	
Mental health support	Significant impact	Count	20	17	12	11	22	82
		% within LA	52.6%	20.7%	66.7%	36.7%	59.5%	40.0%
	Some impact	Count	17	33	6	14	12	82
		% within LA	44.7%	40.2%	33.3%	46.7%	32.4%	40.0%
	No impact	Count	0	16	0	1	1	18
		% within LA	0.0%	19.5%	0.0%	3.3%	2.7%	8.8%
	Don't know	Count	1	15	0	3	0	19
		% within LA	2.6%	18.3%	0.0%	10.0%	0.0%	9.3%
	N/A	Count	0	1	0	1	2	4
		% within LA	0.0%	1.2%	0.0%	3.3%	5.4%	2.0%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 110

			LA					Total
			BF	Herts	Luton	PB	WB	
Substance misuse support	Significant impact	Count	21	24	13	10	23	91
		% within LA	55.3%	29.3%	72.2%	33.3%	62.2%	44.4%
	Some impact	Count	17	34	5	15	11	82
		% within LA	44.7%	41.5%	27.8%	50.0%	29.7%	40.0%
	No impact	Count	0	7	0	0	1	8
		% within LA	0.0%	8.5%	0.0%	0.0%	2.7%	3.9%
	Don't know	Count	0	15	0	3	1	19
		% within LA	0.0%	18.3%	0.0%	10.0%	2.7%	9.3%
	N/A	Count	0	2	0	2	1	5
		% within LA	0.0%	2.4%	0.0%	6.7%	2.7%	2.4%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 111

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of looked after children?	Significant impact	Count	10	9	5	2	7	33
		% within LA	26.3%	11.0%	27.8%	6.7%	18.9%	16.1%
	Some impact	Count	20	36	7	9	19	91
		% within LA	52.6%	43.9%	38.9%	30.0%	51.4%	44.4%
	No impact	Count	2	11	3	4	2	22
		% within LA	5.3%	13.4%	16.7%	13.3%	5.4%	10.7%
	Don't know	Count	6	24	3	15	9	57
		% within LA	15.8%	29.3%	16.7%	50.0%	24.3%	27.8%
	N/A	Count	0	2	0	0	0	2
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%
	Total	Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 112

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of child protection (CP) cases?	Significant impact	Count	9	12	5	2	8	36
		% within LA	23.7%	14.6%	27.8%	6.7%	21.6%	17.6%
	Some impact	Count	20	41	9	15	18	103
		% within LA	52.6%	50.0%	50.0%	50.0%	48.6%	50.2%
	No impact	Count	2	6	1	3	3	15
		% within LA	5.3%	7.3%	5.6%	10.0%	8.1%	7.3%
	Don't know	Count	7	22	3	10	8	50
		% within LA	18.4%	26.8%	16.7%	33.3%	21.6%	24.4%
	N/A	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 113

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the average length of CP cases?	Significant impact	Count	8	14	5	6	6	39
		% within LA	21.1%	17.1%	27.8%	20.0%	16.2%	19.0%
	Some impact	Count	21	40	10	12	18	101
		% within LA	55.3%	48.8%	55.6%	40.0%	48.6%	49.3%
	No impact	Count	2	7	1	1	3	14
		% within LA	5.3%	8.5%	5.6%	3.3%	8.1%	6.8%
	Don't know	Count	7	20	2	11	10	50
		% within LA	18.4%	24.4%	11.1%	36.7%	27.0%	24.4%
	N/A	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 114

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of care proceedings?	Significant impact	Count	10	11	5	3	6	35
		% within LA	26.3%	13.4%	27.8%	10.0%	16.2%	17.1%
	Some impact	Count	21	33	8	6	20	88
		% within LA	55.3%	40.2%	44.4%	20.0%	54.1%	42.9%
	No impact	Count	1	10	2	6	1	20
		% within LA	2.6%	12.2%	11.1%	20.0%	2.7%	9.8%
	Don't know	Count	6	26	3	15	10	60
		% within LA	15.8%	31.7%	16.7%	50.0%	27.0%	29.3%
	N/A	Count	0	2	0	0	0	2
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 115

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the average length of care proceedings?	Significant impact	Count	4	8	4	5	2	23
		% within LA	10.5%	9.8%	22.2%	16.7%	5.4%	11.2%
	Some impact	Count	20	25	9	6	16	76
		% within LA	52.6%	30.5%	50.0%	20.0%	43.2%	37.1%
	No impact	Count	7	22	3	6	7	45
		% within LA	18.4%	26.8%	16.7%	20.0%	18.9%	22.0%
	Don't know	Count	7	25	2	13	12	59
		% within LA	18.4%	30.5%	11.1%	43.3%	32.4%	28.8%
	N/A	Count	0	2	0	0	0	2
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 116

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of child in need (CiN) cases?	Significant impact	Count	3	4	5	2	2	16
		% within LA	7.9%	4.9%	27.8%	6.7%	5.4%	7.8%
	Some impact	Count	22	26	7	14	16	85
		% within LA	57.9%	31.7%	38.9%	46.7%	43.2%	41.5%
	No impact	Count	4	26	3	3	8	44
		% within LA	10.5%	31.7%	16.7%	10.0%	21.6%	21.5%
	Don't know	Count	9	25	3	11	11	59
		% within LA	23.7%	30.5%	16.7%	36.7%	29.7%	28.8%
N/A	Count	0	1	0	0	0	1	
	% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%	
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 117

			LA					Total	
			BF	Herts	Luton	PB	WB		
Reducing the average length of CiN cases?	Significant impact	Count	3	6	5	3	4	21	
		% within LA	7.9%	7.3%	27.8%	10.0%	10.8%	10.2%	
	Some impact	Count	22	37	9	18	19	105	
		% within LA	57.9%	45.1%	50.0%	60.0%	51.4%	51.2%	
	No impact	Count	5	15	3	2	3	28	
		% within LA	13.2%	18.3%	16.7%	6.7%	8.1%	13.7%	
	Don't know	Count	8	23	1	7	11	50	
		% within LA	21.1%	28.0%	5.6%	23.3%	29.7%	24.4%	
	N/A	Count	0	1	0	0	0	1	
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%	
	Total		Count	38	82	18	30	37	205
			% within LA	100%	100%	100%	100%	100%	100%

Table 118

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of re-referrals within 6 months into social services?	Significant impact	Count	2	9	6	3	2	22
		% within LA	5.3%	11.0%	33.3%	10.0%	5.4%	10.7%
	Some impact	Count	22	34	6	13	20	95
		% within LA	57.9%	41.5%	33.3%	43.3%	54.1%	46.3%
	No impact	Count	2	6	3	2	3	16
		% within LA	5.3%	7.3%	16.7%	6.7%	8.1%	7.8%
	Don't know	Count	12	30	3	11	12	68
		% within LA	31.6%	36.6%	16.7%	36.7%	32.4%	33.2%
	N/A	Count	0	3	0	1	0	4
		% within LA	0.0%	3.7%	0.0%	3.3%	0.0%	2.0%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 119

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of police callouts to family homes?	Significant impact	Count	3	4	4	1	4	16
		% within LA	7.9%	4.9%	22.2%	3.3%	10.8%	7.8%
	Some impact	Count	13	24	7	10	14	68
		% within LA	34.2%	29.3%	38.9%	33.3%	37.8%	33.2%
	No impact	Count	3	12	4	2	1	22
		% within LA	7.9%	14.6%	22.2%	6.7%	2.7%	10.7%
	Don't know	Count	19	40	3	17	18	97
		% within LA	50.0%	48.8%	16.7%	56.7%	48.6%	47.3%
	N/A	Count	0	2	0	0	0	2
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 120

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of repeat domestic violence incidents reported?	Significant impact	Count	7	7	7	0	5	26
		% within LA	18.4%	8.5%	38.9%	0.0%	13.5%	12.7%
	Some impact	Count	15	37	5	10	14	81
		% within LA	39.5%	45.1%	27.8%	33.3%	37.8%	39.5%
	No impact	Count	1	5	3	4	1	14
		% within LA	2.6%	6.1%	16.7%	13.3%	2.7%	6.8%
	Don't know	Count	15	31	3	15	17	81
		% within LA	39.5%	37.8%	16.7%	50.0%	45.9%	39.5%
	N/A	Count	0	2	0	1	0	3
		% within LA	0.0%	2.4%	0.0%	3.3%	0.0%	1.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 121

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of unauthorised school absences?	Significant impact	Count	4	2	4	1	2	13
		% within LA	10.5%	2.4%	22.2%	3.3%	5.4%	6.3%
	Some impact	Count	13	31	8	11	12	75
		% within LA	34.2%	37.8%	44.4%	36.7%	32.4%	36.6%
	No impact	Count	2	10	1	2	5	20
		% within LA	5.3%	12.2%	5.6%	6.7%	13.5%	9.8%
	Don't know	Count	19	38	5	16	18	96
		% within LA	50.0%	46.3%	27.8%	53.3%	48.6%	46.8%
	N/A	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 122

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of attendances (adult)?	Significant impact	Count	3	3	4	0	3	13
		% within LA	7.9%	3.7%	22.2%	0.0%	8.1%	6.3%
	Some impact	Count	7	17	7	8	10	49
		% within LA	18.4%	20.7%	38.9%	26.7%	27.0%	23.9%
	No impact	Count	2	8	1	2	2	15
		% within LA	5.3%	9.8%	5.6%	6.7%	5.4%	7.3%
	Don't know	Count	26	51	6	19	22	124
		% within LA	68.4%	62.2%	33.3%	63.3%	59.5%	60.5%
	N/A	Count	0	3	0	1	0	4
		% within LA	0.0%	3.7%	0.0%	3.3%	0.0%	2.0%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 123

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the number of attendances (children)?	Significant impact	Count	3	2	4	0	2	11
		% within LA	7.9%	2.4%	22.2%	0.0%	5.4%	5.4%
	Some impact	Count	8	21	8	9	7	53
		% within LA	21.1%	25.6%	44.4%	30.0%	18.9%	25.9%
	No impact	Count	1	7	1	2	4	15
		% within LA	2.6%	8.5%	5.6%	6.7%	10.8%	7.3%
	Don't know	Count	26	49	5	19	24	123
		% within LA	68.4%	59.8%	27.8%	63.3%	64.9%	60.0%
	N/A	Count	0	3	0	0	0	3
		% within LA	0.0%	3.7%	0.0%	0.0%	0.0%	1.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 124

			LA					Total
			BF	Herts	Luton	PB	WB	
Reducing the level of substance misuse re-representation within 6 months?	Significant impact	Count	2	2	5	1	3	13
		% within LA	5.3%	2.4%	27.8%	3.3%	8.1%	6.3%
	Some impact	Count	17	34	7	10	16	84
		% within LA	44.7%	41.5%	38.9%	33.3%	43.2%	41.0%
	No impact	Count	0	6	3	2	1	12
		% within LA	0.0%	7.3%	16.7%	6.7%	2.7%	5.9%
	Don't know	Count	19	38	3	17	17	94
		% within LA	50.0%	46.3%	16.7%	56.7%	45.9%	45.9%
	N/A	Count	0	2	0	0	0	2
		% within LA	0.0%	2.4%	0.0%	0.0%	0.0%	1.0%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 125

			LA					Total
			BF	Herts	Luton	PB	WB	
Enabling practitioners to undertake more direct work with families	Significant impact	Count	11	24	10	6	7	58
		% within LA	28.9%	29.3%	55.6%	20.0%	18.9%	28.3%
	Some impact	Count	25	40	7	18	23	113
		% within LA	65.8%	48.8%	38.9%	60.0%	62.2%	55.1%
	No impact	Count	2	7	1	4	2	16
		% within LA	5.3%	8.5%	5.6%	13.3%	5.4%	7.8%
	Don't know	Count	0	10	0	2	5	17
		% within LA	0.0%	12.2%	0.0%	6.7%	13.5%	8.3%
	N/A	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
Total		Count	38	82	18	30	37	205
		% within LA	100%	100%	100%	100%	100%	100%

Table 126

			LA					Total
			BF	Herts	Luton	PB	WB	
Developing the skills and knowledge of practitioners	Significant impact	Count	17	30	8	15	12	82
		% within LA	44.7%	36.6%	44.4%	50.0%	32.4%	40.0%
	Some impact	Count	20	37	9	11	22	99
		% within LA	52.6%	45.1%	50.0%	36.7%	59.5%	48.3%
	No impact	Count	1	3	1	2	0	7
		% within LA	2.6%	3.7%	5.6%	6.7%	0.0%	3.4%
	Don't know	Count	0	11	0	2	3	16
		% within LA	0.0%	13.4%	0.0%	6.7%	8.1%	7.8%
	N/A	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 127

			LA					Total
			BF	Herts	Luton	PB	WB	
Strengthening information sharing and shared decision making	Significant impact	Count	23	25	13	14	21	96
		% within LA	60.5%	30.5%	72.2%	46.7%	56.8%	46.8%
	Some impact	Count	14	40	4	13	13	84
		% within LA	36.8%	48.8%	22.2%	43.3%	35.1%	41.0%
	No impact	Count	1	5	1	1	0	8
		% within LA	2.6%	6.1%	5.6%	3.3%	0.0%	3.9%
	Don't know	Count	0	11	0	2	3	16
		% within LA	0.0%	13.4%	0.0%	6.7%	8.1%	7.8%
	N/A	Count	0	1	0	0	0	1
		% within LA	0.0%	1.2%	0.0%	0.0%	0.0%	0.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Table 128

			LA					Total
			BF	Herts	Luton	PB	WB	
Minimising pressure for social work practitioners through reduced caseloads	Significant impact	Count	12	9	8	4	3	36
		% within LA	31.6%	11.0%	44.4%	13.3%	8.1%	17.6%
	Some impact	Count	15	21	5	6	21	68
		% within LA	39.5%	25.6%	27.8%	20.0%	56.8%	33.2%
	No impact	Count	8	31	5	11	8	63
		% within LA	21.1%	37.8%	27.8%	36.7%	21.6%	30.7%
	Don't know	Count	3	18	0	9	5	35
		% within LA	7.9%	22.0%	0.0%	30.0%	13.5%	17.1%
	N/A	Count	0	3	0	0	0	3
		% within LA	0.0%	3.7%	0.0%	0.0%	0.0%	1.5%
Total	Count	38	82	18	30	37	205	
	% within LA	100%	100%	100%	100%	100%	100%	

Appendix 6: Family case studies

West Berkshire

Background

The family had a history of social care involvement as a result of domestic abuse between mum and her ex-partner. The most recent referral was made by the police after they were called to a domestic abuse incident at the family home. During the assessment stage, other issues were identified including mental health issues with both mum and dad, and concerns about the needs of their child not being met.

Support provided for the family

The family received support around mental health and domestic abuse:

- The aim of the work with dad and the domestic abuse perpetrator worker was to increase dad's understanding of domestic abuse and teach him strategies for improving his behaviour. It was also hoped that dad would take more responsibility for his actions.
- The mental health work with both mum and dad looked at the anxiety cycle and coping strategies. It was hoped that this would help improve relationships within the family and improve their parenting capacity.

Although mum was offered support from a domestic abuse victim worker, she did not feel it was needed: *"the mental health worker and social worker are helping me and I don't need anything else"*. Mum also noted that sometimes having involvement from too many professionals can limit the effectiveness of the support: *"with too many people, I don't have the time or energy to do what they ask or give them my full attention"*.

Mum reported that she was initially concerned about social services being involved with the family again. She felt she was *"being punished for doing the right thing [i.e. calling the police] and they might take my child away"*. However, she found Family Safeguarding to be a different and more positive experience. She had been asked about what support she would benefit from and was given a choice about whether (and when) to engage. The social worker echoed this view, stating that MI had allowed mum to make her own choices: *"she wasn't pushed into it so it didn't get her back up"*.

Mum reported being initially reluctant to engage with the mental health worker (as she had previous negative experiences of mental health services), but *"no-one forced me to do it....they explained why it might help, so I ended up thinking it might be ok"*. The social worker felt that this was partly because the worker visited mum in her home which reduced the stigma that she attached to accepting support.

Outcomes and impacts

Mum and the social worker both reported that the family's situation had improved as a result of Family Safeguarding. This was reflected in better communication between mum and dad and dad being allowed unsupervised contact with the child. Mum's parenting had also improved. She said she was *"in a better place to do what was right"* which in turn was leading to improvements in the child's behaviour both at home and in other settings: *"the nursery has been saying, 'is that the same child?'"*.

The social worker and domestic abuse perpetrator worker both reported that dad had engaged well with the support and had made progress in understanding domestic abuse and the impacts it can have. Dad had also acknowledged his drug problem and had agreed to be referred to the substance misuse worker.

The social worker reported that the adult workers were having a *"fundamental impact on the case because they are providing specialist input and work, that we social workers wouldn't have been able to do"*. The social worker also felt that in the absence of Family Safeguarding, *"the pace of change would have been slower"* because of the need to make external referrals.

The expectation is that the case will shortly be de-escalated to Child in Need from a Child Protection Plan.

Bracknell Forest

Background

At the time of writing the child was seven years old. Mum suffered post-natal depression after giving birth and went into a mother and baby unit. When the child was two years old, the parents separated. The child now lives with dad, his new partner and her two children from a previous relationship. Although the three children generally got on well, the child was sometimes angry and was showing signs of stress and anxiety, particularly at school. He had begun self-harming and was being bullied.

School made a referral to social services with concerns about the child. He was assessed by the social worker as a Child in Need case. The social worker believed that the child was confused with his maternal relationships, and in particular, that his relationship with his birth mother was not strong enough: *"it's really difficult for him, he sees both of them regularly but never stays with his mum"*.

All three adults involved in the case did not initially understand the concerns raised by the school or the social worker and did not accept that the child's behaviour was caused by the family relations or dynamics.

Support provided for the family

The social worker talked with mum, dad and the girlfriend separately. She focused on mum's self-esteem and confidence to care for the child and helped her to realise that she could contribute to important decisions regarding his wellbeing. *"She was so lacking in confidence, she had deferred all the key decisions to the girlfriend. I did a lot of work on the importance of the mother and child bond, and on how the child needed to spend time with mum alone."*

She also supported mum with her house to get it ready for the child to come and stay for the night and to spend time on his own with his mum. Mum was also supported to improve her parenting skills, the importance of play, of reading to the child and of talking to him about his feelings.

The social worker worked with dad and the girlfriend on the importance of recognising mum as the child's mother, and the girlfriend as the step-mother. This involved consulting with mum on key decisions and asking her opinion. Initially there was some resistance, but as mum began to take more responsibility for the child, the dynamic between the three parents changed. The child was engaged in three months of play-therapy to help him express his emotions.

Outcomes and impacts

Mum had come to understand how important it was to have a close relationship with her child: *"I understand a lot better now and I can see when [the child] is upset and we talk... we are closer now"*. The child's anxiety reduced and he stopped self-harming. According to the social worker, he was a much happier and stable boy who had a stronger relationship with his mother. He still struggled with some behaviours and emotions but the social worker was much more confident that the family was in a

better place to understand and to respond to his emotional needs. At the time of the writing, the social worker felt confident that the case would be closed within the next few months.

Hertfordshire

Background

The family was referred to the Family Safeguarding team by the police. They had been called out to the house by mum's oldest child following an altercation between mum and her partner (the father of her youngest child). At the time, the mother did not provide a statement to the police, saying her daughter had exaggerated the incident in an attempt to persuade her to end the relationship. Mum was known to social services, largely through her issues with alcohol, and had been arrested previously.

Support provided for the family

Initially it was difficult to engage with mum and dad and there were concerns that they were not being honest about their relationship. Mum stated that she no longer had any issues with alcohol but the social worker was concerned that she was in denial and felt that this needed to be monitored. However, after initial sessions and working with the social worker alongside the domestic abuse worker, they opened up and began discussing their circumstances and behavior more candidly.

The sessions became very productive and positive. Mum and dad both engaged well with the modules and were open to exploring childhood experiences, their own histories and backgrounds and potential reasons that might drive volatile behavior and/or their propensity for substance abuse. They both responded well to the work on parental behaviours.

Outcomes and Impacts

At first dad was not willing to engage with the process but the social worker met with him in a less official capacity to discuss the case and explain the reasons for their involvement. He began to understand that the team wanted to understand his perspective and his feelings. The social worker believed that the processes and working practices of Family Safeguarding were fundamental in helping to build trust and develop a relationship with the family and in helping dad understand that the team wanted to help rather than ridicule them.

Although there were no direct concerns regarding the parents' basic care giving capabilities, there were concerns that without support, there was a potential for family relationships to breakdown, for the situation to worsen and for mum to relapse into habitual alcohol misuse. The module and domestic abuse work enabled deeper discussions to take place around how best to manage arguments and ensure they don't escalate. They also covered the detrimental impact that living in a hostile environment can have on the children.

The case demonstrated the agility of the Family Safeguarding model in responding to developing issues quickly in order to avoid escalation of risk.

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