

Appendix C: Family Strategic Partnership Strategy – Delivery Plan

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
Voices 1 Children Young People & Families Voices	Establish a multi-agency Strategic Children & Families Voice Network, led by SCVYS, to oversee the work stream and underpin future work in relation to Children & Families Voice on behalf of the Families Strategic Partnership.	<ul style="list-style-type: none"> Organisations across the Families Strategic Partnership have a coordinated and targeted approach to Children & Families Voice, ensuring that engagement is not duplicated and thereby maximising efficiencies. The priorities of the Families Strategic Partnership are reflective of the views, opinions and experiences of children, young people and families and there are effective mechanisms for ensuring such insight is actively used across the partnership to improve outcomes. 	Phil Pusey	Children & Families Voice Strategic Network	Established in April 2017
Voices 2 Children Young People & Families Voices	Undertake a mapping exercise across the Families Strategic Partnership in order to develop a deeper understanding of mechanisms currently in existence for seeking the views, opinions and experiences of children, young people and families in Staffordshire in addition to identifying insight currently accessible across the	<ul style="list-style-type: none"> The Families Strategic Partnership has a deeper understanding of mechanisms currently facilitated across the partnership in relation to Children & Families Voice and is aware of the insight which is currently accessible across the partnership. 	Phil Pusey	Children & Families Voice Strategic Network	Completed mapping exercise presented to FSP/FPEG in Summer 2017.

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	partnership.				
Voices 3 Children Young People & Families Voices	The development of a Families Strategic Partnership Children & Families Voice Strategy (2017 – 2020).	<ul style="list-style-type: none"> By June 2017, organisations across the Families Strategic Partnership have a consistent approach to Children & Families Voice with an agreed set of common standards for community engagement, ensuring children, young people and families receive the same standard of engagement regardless of the organisation. 	Phil Pusey	Children & Families Voice Strategic Network	Strategy approval in June 2017.
Voices 4 Children Young People & Families Voices	The development of a high level Families Strategic Partnership Consultation & Engagement Delivery Plan (2017 – 2020).	<ul style="list-style-type: none"> Organisations across the Families Strategic Partnership have a coordinated and targeted approach to Children & Families Voice, ensuring that engagement is not duplicated and thereby maximising efficiencies. 	Phil Pusey	Children & Families Voice Strategic Network	Delivery plan developed and approved by the end of Summer 2017.
CC1 Community Capacity	To build on the learning from early implementers of the Place Based Approach (PBA) pilots and roll out across Staffordshire.	<ul style="list-style-type: none"> Agree and develop local governance arrangements for delivering a PBA. Develop mechanism are in place to ensure appropriate data is collated, and intelligence/insight gathered to improve, and develop the quality and offer of the place based approach. 	Mick Harrison	Strategic Delivery Managers	<p>Agreement and sign off by HWBB Sept 2017</p> <p>Local LSP action planning October 2017</p> <p>Roll out of PBA</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
		<ul style="list-style-type: none"> • Develop local performance measures to assess success factors • Produce a community engagement strategy and plan. • Manage current demand in a more cohesive manner and develop effective pathways 			workshops and governance arrangements September 2017 to April 2018
CC2 Community Capacity	Define, identify and increase the availability of community capacity in Staffordshire.	<ul style="list-style-type: none"> • Understand current community assets operating across communities and identify gaps • To identify learning from the 8 Children's' pilots and share across the wider partnership • Develop community capacity and resilience in the community. 	Janene Cox	Tilly Flanagan	Quarterly updates
CC3 Community Capacity	Utilise existing contracts to build and develop community capacity within local communities	<ul style="list-style-type: none"> • Develop an action plan as part of the VCSE contract to target activity that focusses on gaps • Embed the role of social prescribing through existing and new contracts • Ensure the Early Years Coordinators maximise the value added by the community including volunteers, peer support, parent led groups 	Tilly Flanagan	Natasha Moody	April 2018
EH 1 Early Help Strategy	To deliver the actions set out in the Early Help Strategy Implementation	<ul style="list-style-type: none"> • Families trust their keyworker and feel "plugged in" to a range of support through them. They are 	Phil Pusey/Jennie Hammond	Natasha Moody	June 2017: Revised Early Help Implementation Plan

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Implementation: The Family Experience	Plan in relation to the Family Experience in order to enable Staffordshire to achieve the “Maturing” level of the DCLG Transformation Maturity Matrix.	<p>confident to access services independently when their keyworker no longer works with them, and they have been supported to access a range of community and voluntary based services that meet their medium/long term need.</p> <ul style="list-style-type: none"> • Family keyworker is clearly able to work across services to deliver support that’s needed for the family - the service the family get is no longer dependent on which agency provides it. • The families needs and circumstances are captured in one assessment and one family plan, with the family keyworker having access to all of the information that’s relevant to provide support to the family. • The family are able to “own their own road to change” and are positive about the future. 			<p>agreed by the Staffordshire Children’s Safeguarding Board.</p> <p>Six Weekly Progress Updates to FPEG.</p> <p>Quarterly Early Help Strategy Implementation Performance Report.</p>
EH 2 Early Help Strategy Implementation: Leadership & Strategy	To deliver the actions set out in the Early Help Strategy Implementation Plan in relation to Leadership & Strategy in order to enable Staffordshire to achieve the “Maturing” level of the DCLG	<ul style="list-style-type: none"> • All senior leaders in core partners have a demonstrable focus on services that best meet local need for families; • There is a common purpose across all partners in the statutory, community and voluntary sector to commission outcome based 	Phil Pusey/ Jennie Hammond	Phil Pusey	<p>June 2017: Revised Early Help Implementation Plan agreed by the Staffordshire Children’s Safeguarding Board.</p> <p>Six Weekly Progress Updates to FPEG.</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
	Transformation Maturity Matrix.	<p>services that have whole family working at their core.</p> <ul style="list-style-type: none"> • Strong governance arrangements underpin common purpose with clear plans in place to manage future demand, deliver value for money and achieve cost saving with a clear approach to using evidence and analysis to understand demand and inform commissioning of services. • Leaders demonstrate a shared purpose to deliver services for families that are locally determined but at the same time have clear links to wider local and national priorities. • There is a clear commitment to integrated family focussed, outcome based services is embedded in strategic plans for all partners. Sustainability of services after 2020 is part of the area's strategic ambition. • Strategic commitment informs integrated commissioning of services which is based on evidence of what works and on the needs of the local population. • Strategic plans reflect the local landscape, adapted as necessary to the needs of localities and neighbourhoods, whilst 			Quarterly Early Help Strategy Implementation Performance Report.

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
		<p>demonstrating clear links to wider transformation programmes.</p> <ul style="list-style-type: none"> Strategic plans clearly set out ambition for families including for financial stability and resilience. 			
<p>EH 3 Early Help Strategy Implementation: Culture</p>	<p>To deliver the actions set out in the Early Help Strategy Implementation Plan in relation to Culture in order to enable Staffordshire to achieve the “Maturing” level of the DCLG Transformation Maturity Matrix.</p>	<ul style="list-style-type: none"> There is a clear shared vision and ambition across all partners which is effectively communicated to and embraced by staff. An understanding of demand and commitment to transform the way public services work with families with multiple problems and an understanding of why integrated whole family working and shared priority delivers sustained outcomes for families across the 6 key problem headings of the programme. This vision and ambition is evidenced through all tiers of staff and elected members, across all partners, and they are communicated to the community. Staff take personal responsibility and ownership to work across boundaries to support families with complex needs. 	<p>Phil Pusey/ Jennie Hammond</p>	<p>Liz Mellor</p>	<p>June 2017: Revised Early Help Implementation Plan agreed by the Staffordshire Children’s Safeguarding Board.</p> <p>Six Weekly Progress Updates to FPEG.</p> <p>Quarterly Early Help Strategy Implementation Performance Report.</p>
<p>EH 5 Early Help Strategy Implementation:</p>	<p>To deliver the actions set out in the Early Help Strategy Implementation</p>	<ul style="list-style-type: none"> Workforce development is embedded in practice across all agencies depth and breadth of 	<p>Phil Pusey/ Jennie Hammond</p>	<p>Joe Sullivan</p>	<p>June 2017: Revised Early Help Implementation Plan</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
Workforce Development	Plan in relation to Workforce Development in order to enable Staffordshire to achieve the “Maturing” level of the DCLG Transformation Maturity Matrix.	<p>opportunities. There is clear consistency of opportunity for training and development, with recognition of different agency cultural starting points. Training is provided both for the core family team and to lead workers across partners. Development is informed by evidence based practice. Impact of workforce development is evaluated and impact informs future workforce development plans.</p> <ul style="list-style-type: none"> • There are shared performance objectives and training opportunities across professions. Core principles and behaviours of family working are shared and understood across agencies. • Promotion routes are linked to integrated working and not contained within agency. Promotion opportunities are visible and recruitment is transparent with cross organisational equal opportunity values embedded in recruitment policy and practice. Strong links exist with the voluntary and community sector to support complex families in the community. • Frontline staff have a clear understanding of the impact of 			<p>agreed by the Staffordshire Children’s Safeguarding Board.</p> <p>Six Weekly Progress Updates to FPEG.</p> <p>Quarterly Early Help Strategy Implementation Performance Report.</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
		<p>their work. They have access to the right training at the right time – including evidence based programmes and training from a range of partners. Frontline staff are support to common purpose by structures, governance and clear direction from managers and have access to promotion and development opportunities that are clearly communicated to them. Workers from different agencies have shared priorities and access to pooled budgets for families. Frontline staff have a clear understanding of the principles of family working (FI factors) and a clear sense of a focus on a family assessment, plan and outcomes for families. Frontline staff are supported by regular development reviews. Peer support opportunities and opportunities for reflective practice.</p>			
<p>EH 6 Early Help Strategy Implementation Delivery Structures and Processes</p>	<p>To deliver the actions set out in the Early Help Strategy Implementation Plan in relation to Delivery Structures and Processes in order to enable Staffordshire to achieve the “Maturing” level of the DCLG</p>	<ul style="list-style-type: none"> Organisational structures enable professionals from different disciplines work together to shared priorities. High quality whole family assessments take an agreed single form and understanding of whole family assessments is embedded across partners. 	<p>Phil Pusey/ Jennie Hammond</p>		<p>June 2017: Revised Early Help Implementation Plan agreed by the Staffordshire Children’s Safeguarding Board.</p> <p>Six Weekly Progress Updates to FPEG.</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
	Transformation Maturity Matrix.	<ul style="list-style-type: none"> Partners have shared integrated data systems underpinned by robust data sharing agreements. Core partners can access one single data system to access case management information. Data systems are picking up early indications of need and moving towards use of predictive analytics. There is a clear commitment by all partners to shared analysis of what works and how to meet future demand for services for families. Professionals from different disciplines use shared whole family approach and evidence-based tools to deliver a shared vision for early intervention. Outcomes evidence is used effectively to drive delivery and improve performance; evaluation is integrated within delivery and used to reform services. 			Quarterly Early Help Strategy Implementation Performance Report.
PSHE	Develop and deliver a co-ordinated approach to school based Personal Social and Health Economic Education	<ul style="list-style-type: none"> Identify a lead organisation to co-ordinate PHSE and engage with partners including schools to develop a project scope. To work collaboratively with partners to identify funding and resources to deliver PHSE this works ensure the most is made of existing funding in relation to 	Jennie Hammond	YOS, FARS	

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
		prevention.			
ICG 1 Commission joint ways of working	Identify Intelligence gaps	<ul style="list-style-type: none"> To utilise the Children's JSNA and soft intelligence to identify any data and intelligence gaps. To develop a research programme based on agreed priority areas Embed intelligence led practice within case management (BRFC). 	Kate Waterhouse Barbara Hine	Divya Patel	Quarterly reports to FPEG
ICG 2 Commission joint ways of working	Develop a partnership approach to commissioning	<ul style="list-style-type: none"> Agree joint commissioning intentions across the partnership based on the priorities outlined in the JSNA and the delivery plan. Review current joint commissioning arrangements and gain greater understanding of what works well and what could be improved. Identify all future opportunities and agree mechanisms to work together to share resource, outcomes and impact. 	Janene Cox	Liz Mellor	Quarterly reports to FPEG
ICG 3 Commission joint ways of working	Redesign the BRFC accreditation Scheme in line with increased tare set by DCLG	<ul style="list-style-type: none"> Continue to work with the voluntary and community sector to develop capacity to provide key work interventions for 500 families 	Barbara Hine	Natasha Moody	End of year Review March 2018
ICG 4 Commission joint ways of working	Implementation of the Recommendations set out in the National Maternity Review 'Better Births'	<ul style="list-style-type: none"> Develop and deliver a pan Staffordshire Maternity Transformation programme by 2020 	Alexandra Birch		Potential full roll out by 2020

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		<ul style="list-style-type: none"> Work across commissioners and providers to ensure synergy and alignment of children's services 			
ICG 5 Commission joint ways of working	Delivery of an integrated 0-19 Healthy Child programme offer	<ul style="list-style-type: none"> Procure a new service Work with stakeholders to mobilise integrated Healthy Child Programme provision Undertake research with service users and provider to identify and develop digital options for alternative service delivery Work with stakeholders to embed the new delivery model across the children's system Work with the provider to mobilise and integrate Children Centre provision 	Tilly Flanagan	Natasha Moody Kate Sutcliffe	<p>October 2017 Oct 17- April 18</p> <p>Oct 17- April 18</p> <p>April 2018- March 2022</p> <p>April 2019-March 2020</p>
ICG 6 Commission joint ways of working	Developing the future model of children's community services Pan-Staffordshire (aligned to the STP and Place based approach)	<ul style="list-style-type: none"> Develop a sustainable model for children's health services that deliver effective and high quality acute care. Roll out Big 6 work programmes to improve quality of care and outcomes for children 	Alexandra Birch		To be completed by June 17 for implementation in Nov 17
ICG 7 Commission joint ways of working	Deliver the Mental Health Five Year Forward View priorities and improve mental health outcomes for children and young people	<ul style="list-style-type: none"> Review current CAMHS strategies and agree footprint and approach for future CAMHS and Children's System Transformation Plans Produce a single plan to 2021 that will cover both north (including 	Roger Graham Sheila Crosbie	Jill Mogg/Paula Willman	Quarterly reports to FPEG

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		<p>Stoke CC) and south Staffordshire delivery and align plans as much as possible.</p> <ul style="list-style-type: none"> The plan should meet the requirements for the CAMHS Local and Children's System Transformation Plans and the Children and Young people's as reflected in the Emotional Health and Wellbeing strategy. Utilise the Thrive model recognising the opportunities for commissioning across the partnership 			
ICG 8 Commission joint ways of working	Improve outcomes in early years	<ul style="list-style-type: none"> Review governance and partnership working of Early Years Board Better use and alignment of the EYAB and local DABs to deliver lifestyle and prevention elements of the maternity transformation plan 	Tilly Flanagan	Natasha Moody	TBC
ICG 9 Commission joint ways of working	Delivery of a jointly commissioned county wide Child Sexual Exploitation (CSE) and Missing children and young people service	<ul style="list-style-type: none"> Work with the provider and stakeholders to mobilise the service ready for service go live 1st Sept 2017 Develop a strong strategic relationship with the provider in order to work jointly with commissioners re: learning, emerging ideas/themes, gaps 	Liz Mellor/Carolyn Higgs	Sally Ellis	<p>June – Sept 2017</p> <p>Ongoing from June 2017</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
		<ul style="list-style-type: none"> • Delivery of a CSE and missing service that seeks the views, opinions and experiences of children, young people and families to inform and shape delivery • Awareness raising and upskilling of the workforce and communities in relation to CSE and missing in order to build community capacity and resilience so that support is available locally for those at low risk • CSE and missing themes/ trends, gaps are gained from the service intelligence, data and insight this will inform service delivery and will be shared with stakeholders and communities to ensure a coordinated response is achieved • Improved outcomes for children and young people accessing the service:- <ul style="list-style-type: none"> ○ Children are not victims of CSE ○ Children are protected from CSE by parents /carers, communities, professionals and businesses ○ Children are not perpetrators of CSE ○ Children are protected from the adverse consequences of 			<p>Ongoing from 1st Sept 2017</p> <p>Ongoing from 1st Sept 2017</p> <p>Ongoing from 1st Sept 2017</p> <p>Will be reported at the CSE Joint Commissioning Group</p>

No.	Actions	Outcomes	Accountable Lead	Delivery Lead	Key Milestones
		going missing			
ICG 10 Commission joint ways of working	Delivery of a jointly commissioned county wide Domestic Abuse service	<ul style="list-style-type: none"> • Office of Police & Crime Commissioner, Stoke on Trent City Council and Staffordshire County Council to commission countywide domestic abuse service provision by 2018. • Delivery of domestic abuse support services that addresses the needs of victims, children, perpetrators and families. <p>In relation specifically to children and young people, the service is intended to deliver the following outcomes:</p> <ul style="list-style-type: none"> • increased resilience / protective factors; • Increased knowledge of domestic abuse-related issues; • Increased knowledge of positive relationships; • Increased knowledge of support services; • Increased safety; • Identified needs met; • Improved health and well-being; • Increased attendance at school. 	OPCC, SoT City Council, SCC		TBC