

Topic:	Feedback on Staffordshire Families Strategic Partnership Board
Meeting Date:	10 March 2016
Board Member:	Helen Riley, Deputy Chief Executive and Director for Families and Communities, Staffordshire County Council
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Report Type:	For Information

1. Introduction

- 1.1. Staffordshire has recently revised its children, young people and families partnership arrangements following feedback from partners. The Children and Young People Strategic Partnership (CYPSP) has now been disbanded and new arrangements, in the form of the Families Strategic Partnership Board (FSPB), have been established.
- 1.2. The revised FSPB arrangements will provide leadership, on behalf of the Health and Wellbeing Board (H&WBB), for the improvement of outcomes for children, young people and families, and will work jointly on a number of key priorities for action.
- 1.3. This report provides an update on the developments of the FSPB and the work in progression by its subgroups.

2. Recommendation

- 2.1. That the H&WBB approve the working protocol for the H&WBB, Staffordshire Safeguarding Children Board (SSCB) and FSPB. The protocol aims to clearly define roles and responsibility, ensure effective collaboration and to prevent duplication or creation of unintended barriers to progressing partnership activity.
- 2.2. That the H&WBB request further updates from the FSPB on its strategic intent, integrated commissioning proposals, delivery plans, outcomes framework and progress on the Children and Families Transformation Programme.

3. Background and Context

- 3.1. Staffordshire is a great place to live. Most children are happy, safe and have loving homes, but there are some families who face challenges that mean they cannot thrive in the way they want to.
- 3.2. There is a whole system of support for children and young people in Staffordshire – starting with family, friends and community and ending with intensive, specialist intervention and care. The way every part of the system works has an impact on other parts

- 3.3. The newly formed FSPB (established in September 2015) provides leadership to ensure that this system works well, that the actions of different people and organisations in the system complement each other and that as a result, we use our limited resources to enable families to start and grow well.

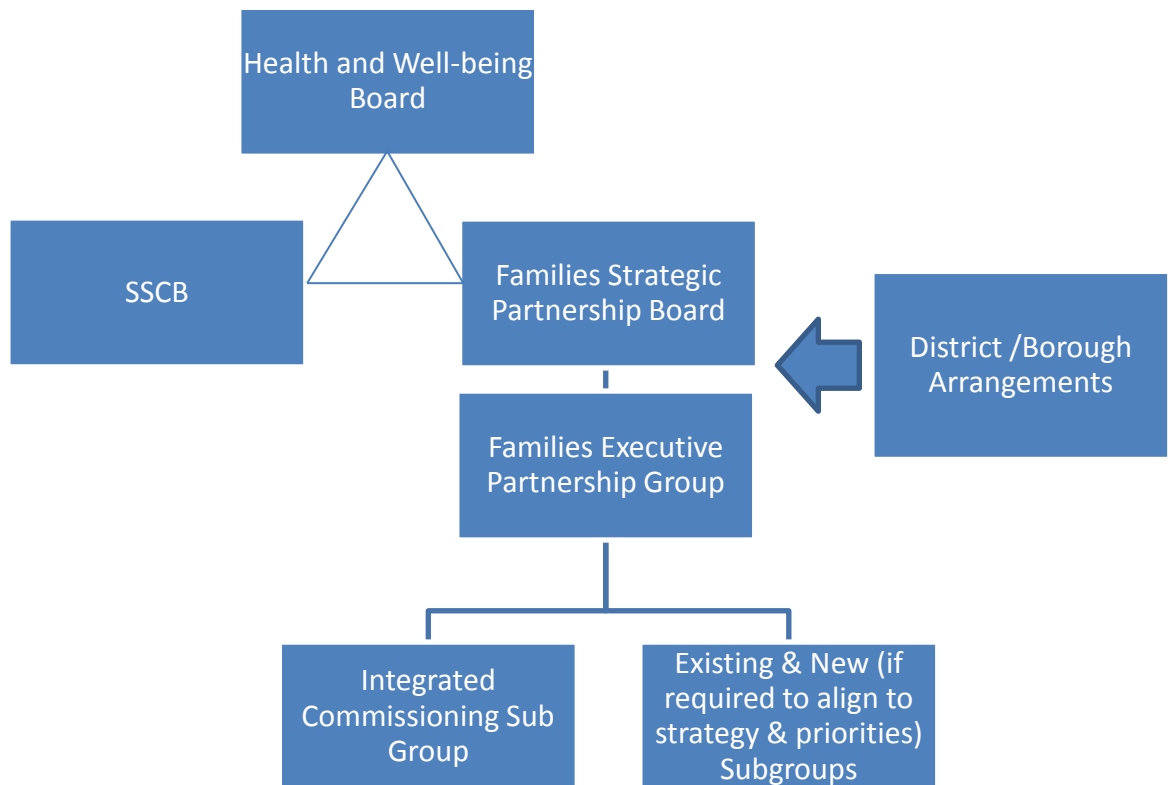
The FSPB will lead work around the Health and Wellbeing Board's key priorities in regard to:

- **Starting Well:** give every child the best start possible to reduce health inequalities.
- **Growing Well:** children, young people and adults who are supported to reach their potential can have greater control over their lives and their health and wellbeing.

- 3.4. During the first meeting on September 2015, the FSPB have agreed to lead on:
- Setting the strategic direction and vision around children, young people and families.
 - Championing a culture of working together in partnership around the needs of the child and their family/ carers.
- 3.5. The other role of the FSPB is leading on system co-ordination and integration, collaborative commissioning and early intervention and prevention.
- 3.6. Representatives invited include the Office of the Police and Crime Commissioner, Police, Fire, Voluntary and Community Sector (VCS), Local Authorities (including District/Boroughs), NHS England, Clinical Commissioning Groups and Education Colleagues.
- 3.7. To ensure there is an effective working relationship between the key partnerships, H&WBB Programme Director and the Independent Chair of the SSCB attend the FSPB. In addition, a protocol has been produced that describes the Working Relationship between the H&WBB, SSCB and FSPB (see Appendix 1).
- 3.8. An example of the partnerships beginning to work effectively is the development of the Early Help partnership strategy by the SSCB. The SSCB recognised that the FSPB would be best placed to deliver the strategy as this clearly aligns with the purpose of the group. The implementation of the Early Help strategy is key to ensuring children and family's needs are recognised and addressed at the earliest possible time and as a result, managing demand on costly higher tier services.

4. Progress to Date

- 4.1. The FSPB has established a governance structure that will be subject to review in September 2016 to ensure it is fit for purpose. The diagram below illustrates the current structure in place:

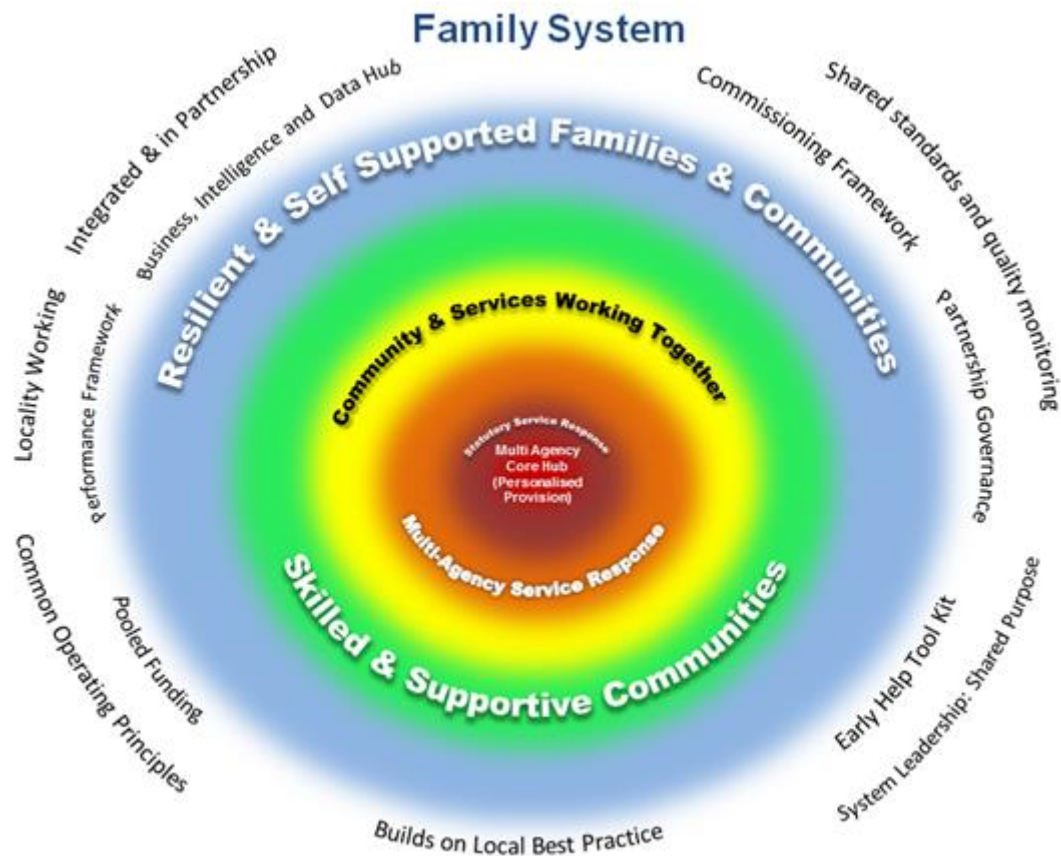


- 4.2. The FSPB is currently in the process of refreshing the CYPSP Strategy to ensure it is current and fit for purpose. On completion this will be shared with the H&WBB for approval. The outcomes framework and delivery plans will then be produced to ensure effective implementation.
- 4.3. Whilst the strategy is under development, it's been agreed to establish an Integrated Commissioning sub-group to explore how Commissioners across the partnership can work better together and identify opportunities for collaboration. It is proposed that the work undertaken must augment existing work delivered under the Building Resilient Families and Communities (BRFC) programme and by doing so effectively commission Early Help and preventative services.
- 4.4. The FSPB has oversight of a Children and Families Transformation Programme that is exploring how we deliver a more collaborative approach with communities that supports families to be independent and resilient. Further information on the transformation programme is provided below.

5. Children and Families Transformation Programme

- 5.1. Insight has shown that more often than not, problems experienced by Staffordshire's children are caused by a number of factors that exist within the wider family, such as domestic violence, substance misuse and/or mental health issues combined with social circumstances such as poor housing, low income and split families.

- 5.2. Despite this, organisations tend to treat the symptoms rather than these root causes and most effort is focused on supporting adults and children separately, rather than as a family unit.
- 5.3. As a result, many families are passed around systems of support, exiting and re-entering as issues occur, because the root causes are not adequately resolved.
- 5.4. Helping children and their families isn't about doing it for them; it's about helping them find the right solutions to improve their situation so that they can sustain the positive changes they make to their lives.
- 5.5. At present, demand for specialist support by Staffordshire's families is increasing. We need to reverse this trend because the lives of families are better when they get early help and the current demand for specialist services is unaffordable.
- 5.6. To make the changes, we will build on what we know works (for example, BRFCs) and change what doesn't. A Transformation Project is in place to take this agenda forward on behalf of the FSPB.
- 5.7. Since summer 2015, partners at a District/Borough level across Staffordshire have been exploring how we commission support for Staffordshire's families in order to build a foundation for the future and in doing so, have an opportunity to improve outcomes and make better use of our collective resources. The diagram below illustrates the model that emerged as a result of the partnership conversations.



5.8. Building on the success of BRFC, the model outlined above is based on the following principles:

- A 'whole system' partnership approach that considers the whole family through effective intelligence gathering. This will enable root causes to be identified and addressed.
- Respect an individual's wishes and recognise their role and responsibilities in a family (there will be exceptions if there are safeguarding or vulnerability concerns).
- Incorporate a resilience-led perspective building on families strengths.
- Support is provided in the localities where the families live.
- Recognises that the wider community is best placed to support children and families with early help (there will be exceptions if there are safeguarding or vulnerability concerns).
- Intervene early to avoid crises but continue to provide support once the crisis has been resolved to build resilience and independence.
- Build early support that is aimed at equipping families with the skills they need to deal with their problems effectively and build resilience to manage issues which arise in the future.
- Thorough understanding of the developmental needs of children and the factors that impact parenting capacity (e.g. impact of parental mental health problems on children, and the impact of parenting on a parent's mental health).
- Ensure appropriate information, advice and guidance is available.

- The ability to access additional resources in a timely way, in particular those that are less accessible to children’s service practitioners, such as housing, debt advice, adult mental health or substance misuse services.
- Making the best use of our limited resources by working better together and pooling our resources where appropriate.

5.9. The different layers of the model are described below:

	What?	Who for?
Resilient and self-supported families and communities	Families and communities support themselves.	The community
Skilled & Supportive Communities	Communities that have the skills and knowledge on how to access resources/support when a family needs additional help.	All children, young people and families and the people they interact with in their community
Community & Services Working Together	An environment where communities and services work together to find solutions and support children, young people and their families.	<ul style="list-style-type: none"> • Children and Families where there is a risk of escalation • Children and Families where issues have occurred • Children and Families de-escalated from targeted support • Localities that are struggling (who have multiple risk factors)
Multi-agency service responses	<p>An environment that identifies and engages promptly with children, young people and their families in need of support to enable them to maintain an independent family life.</p> <p>A ‘whole system’ partnership approach that considers the whole family.</p> <p>Robust information sharing and professionals working more effectively and efficiently together to support families.</p>	<ul style="list-style-type: none"> • Children and Families where there is a risk of escalation • Children and Families where multiple issues have occurred • Children Families de-escalated from the statutory services • Localities that have long term, ingrained challenges
Statutory Service responses	An environment where vulnerable children, young people and their families are supported for the right time by the right services, in order to return, where possible and appropriate, to independent family life as quickly as possible	Covers children, young people and families in the statutory parts of the social care (Children in Need – S17 Children Act definition; LAC; safeguarding; adoption), mental health, SEND (a proportion of) and YOS systems and partners statutory responses for vulnerable people (e.g. Police, Housing, DWP)

5.10. There are a number of pilots that are being initiated by partners across Staffordshire to explore the delivery of different aspects of the model. The pilots will be supported by an outcomes framework to monitor effectiveness. The pilots are currently in the development phase and further information on current proposals can be found in Appendix 2.

6. What difference will the partnership make?

- 6.1. The FSPB exists to set the strategic vision and direction for services that support the independence, resilience and ambitions of children and families in Staffordshire. Significantly, the Partnership will lead tangible actions that empower individuals and organisations to build practical support mechanisms around the child and their family that support their independence and ambitions.
- 6.2. The overarching outcome of the FSPB is for Staffordshire to have safer, healthier, thriving children who are less dependent on higher cost, complex interventions. A detailed outcomes framework will be developed following the production of the Families Strategic Partnership Strategy. The outcomes framework will be shared with the H&WBB on production.
- 6.3. The impact of the FSPB will be apparent if:
 - Services and resources are brought together around the needs and ambitions of the child and their family with evidence of the impact this is having on a range of outcomes for that family.
 - A culture of integration, pooling of resources, communication and learning across organisations that results in a child and their family that require additional support having one lead person or agency responsible for supporting them at every key stage of their journey.
 - There is a culture of open debate and constructive challenge where the pace of transformation is maintained.
 - Frontline staff have the tools they need and feel empowered to deliver for the child and the family unrestrained by unnecessary process, paperwork or organisational differences.
- 6.4. The Partnership will deliver these outcomes by:
 - Bringing together key leaders responsible for commissioning services that will deliver improved outcomes for children and young people across Staffordshire alongside their families and carers.
 - Providing a forum where commissioners and providers will work together to explore how to commission, design and deliver services for children, young people and their families.
 - Leading work to progress effective collaborative working, closer integration and partnership working to the benefit of children, young people and families in Staffordshire.
 - Acting as the key strategic body responsible for developing, implementing and reviewing the strategy for children, young people and families in Staffordshire.
 - Championing the voice of children, young people and families at every stage of the commissioning process, highlighting good practice and promoting joint working where appropriate.
 - Taking decisions and decisive action to progress its strategy and overall outcomes for children, young people and families.
 - Influencing local, regional and national partners to ensure positive transformation to services for children and families.

- Providing expert advice and guidance to the Health and Wellbeing Board in regard to the development of, and revisions to, the Board's Joint Strategic Needs Assessment, Joint Health and Wellbeing Strategy and assessment of commissioning intentions in regards to children, young people and families.
- Providing evidence based assessment of progress against key priorities and performance measures, escalating concerns as appropriate on an exception basis.
- Being bold in identifying barriers to progress and evidence based solutions for how these might be addressed.

6.5. On completion of the FSPB strategy, delivery plans will be produced to ensure there is focused tangible activity across the partnership.

Appendix 1: Families Strategic Partnership – Working Relationship between the Health and Wellbeing Board, Staffordshire Safeguarding Children Board and the Families Strategic Partnership

Staffordshire's Living Well Strategy sets out clear partnership priorities around giving children the best start and maximising children and young people's potential as part of strong and resilient individuals, families and communities. The Families Strategic Partnership will work closely and collaboratively with the Staffordshire Safeguarding Children Board and the Staffordshire Health and Wellbeing Board to lead and drive the agenda around children, young people and families. This is to ensure progress is made at pace and that effort isn't duplicated or unintentionally hinders progress against these priorities. This protocol supports the collaborative working across the Staffordshire Health and Wellbeing Board, Families Strategic Partnership and Staffordshire Safeguarding Children Board and sets out the respective roles and communication between them.

Collective Leadership

In providing leadership of the agenda around children, young people and families the Staffordshire Health and Wellbeing Board, Families Strategic Partnership and Staffordshire Safeguarding Children Board will:

- Place children and young people at the heart of decision making
- Provide strategic leadership based on evidence with a focus on areas where the partnerships can make the biggest difference over and above any one organisation on its own.
- Act with courage and conviction when making decisions that will have long term benefits to local communities.
- Work in partnership to deliver impact and avoid duplication or unintended barriers to partners.
- Communicate effectively and consistently across partners and across stakeholders more widely.

Getting the Working Relationships Right

The Staffordshire Health and Wellbeing Board, Families Strategic Partnership and Staffordshire Safeguarding Children Board have clearly defined roles in leading the children, young people and families agenda across Staffordshire. These specific roles are set out in table A of this protocol. To ensure effective collaboration and to prevent duplication or creation of unintended barriers to progress each partnership is committed to fulfilling its remit and ensuring effective communication across each of the forums. The following protocol sets out some key actions that each partnership will commit to undertake to ensure the working relationship delivers real impact of benefit to local communities.

The **Staffordshire Health and Wellbeing Board** will:

1. Set the strategic direction for health and wellbeing for Staffordshire by producing and refreshing its Living Well Strategy and supporting evidence base through the JSNA and public voice.
2. Work closely with the Collaborative Commissioning Congress, LEP and Staffordshire Partnership to lead and drive improvements in health and wellbeing across Staffordshire.
3. Empower the Families Strategic Partnership to progress and deliver against priorities around the Starting Well and Growing Well priorities of the Living Well Strategy.
4. Receive reports and recommendations from the Families Strategic Partnership as appropriate in regard to how the priorities are being delivered against and any barriers to progress that need to be escalated.

5. Receive any recommendations or reports from the Staffordshire Safeguarding Board where partnership action is required to protect and support children, young people and families across Staffordshire.
6. Share its work programme, recommendations and outcomes from its work to promote joined up solutions and effective communication.

The **Families Strategic Partnership** will:

1. Lead on behalf of the Staffordshire Health and Wellbeing Board effective collaborative working, closer integration and partnership working to the benefit of children, young people and families in Staffordshire.
2. Act as the key strategic body responsible for developing, implementing and reviewing the strategy for children and young people in Staffordshire.
3. Make recommendations and reports back to the Staffordshire Health and Wellbeing Board as appropriate setting out progress and impact around priorities for children, young people and families and escalating matters for action where greater partnership effort or collaboration is needed.
4. Respond to recommendations and reports of the Staffordshire Safeguarding Children Board where partnership action is required.
5. Share its work programme, recommendations and outcomes from its work to promote joined up solutions and effective communication.

The **Staffordshire Safeguarding Children Board** will:

1. Ensure that work to protect children from harm is properly co-ordinated and is effective across partnerships including ensuring lessons are learnt from incidents of death or serious harm of a child and that best practice and safeguarding practice is effectively shared.
2. Influence local, regional and national partners to ensure positive transformation to services for children and young people.
3. Provide expert advice and guidance to the Health and Wellbeing Board in regard to the development of, and revisions to, the Board's Joint Strategic Needs Assessment, Joint Health and Wellbeing Strategy and assessment of commissioning intentions in regards to children and young people.
4. Make recommendations or reports to the Families Strategic Partnership or Health and Wellbeing Board as appropriate that drives partnership working to safeguard children and young people across Staffordshire
5. Share its work programme, recommendations and outcomes from its work to promote joined up solutions and effective communication.

Before engaging with and consulting children, young people and families, agreement should be sought across the partnerships to prevent duplication and to ensure the voice of children and young people is effectively heard, acted upon and appropriate feedback given to those that have been consulted.

Ensuring Effective Communication

This protocol is designed to support effective communication across the partnerships. Effective communication needs to be both through formal and informal means.

The Families Strategic Partnership is a working group of the Health and Wellbeing Board. The Board has empowered the Families Strategic Partnership to drive the Living Well agenda in respect of children, young people and families. The Board would expect to receive progress reports and recommendations from the Partnership as appropriate.

The Safeguarding Children Board will produce an annual report, recommendations and reports to any partner as appropriate.

Each partnership may make formal recommendations and reports to each other to ensure matters are picked up and addressed. Any recommendations or reports to another body should be made in writing by the Chair of the partnership to ensure an adequate audit trail.

A response to such recommendations will be given within 28 calendar days of such notification or within 14 days of a formal meeting if no such meeting is planned within the timescale.

The Director for Families and Communities sits on both the Staffordshire Health and Wellbeing Board and the Staffordshire Safeguarding Children Board and Chair's the Families Strategic Partnership. They have a key role in facilitating communication across the 3 partnership forums but is not accountable for effective communication across the 3.

Review Arrangements

This protocol will be reviewed annually and any amendments ratified by each partnership.

Table A: Roles and Accountabilities

Staffordshire Health and Wellbeing Board	Families Strategic Partnership Board	Staffordshire Safeguarding Children Board
<p>The Board has a set of core <u>duties</u> as laid out in the 2012 Health and Social Care Act, these are:</p> <ol style="list-style-type: none"> 1. To prepare and publish a Joint Strategic Needs Assessment for Staffordshire. In doing so the Board must involve Healthwatch, undertake a wider stakeholder engagement exercise and engage each District and Borough Council. 2. To jointly agree and publish a Staffordshire Joint Health and Wellbeing Strategy (JHWS), setting out ambitious outcomes for improved health and wellbeing across Staffordshire. 3. To promote the integration of health and social care services to advance the health and wellbeing of the people of Staffordshire. 4. To provide advice, assistance and other support in encouraging arrangements under section 75 of the NHS Act 2006 (such as joint commissioning and pooled budgets where appropriate). 5. To ensure patient and public voice is heard as part of the Health and Wellbeing Boards decision making, receiving and considering patient and public feedback through the statutory board membership and regular reports of Staffordshire Health-watch. 6. To encourage providers to work closely with the Board and encourage those that provide health, health related or social care services in an area to work “closely together”. 7. To prepare and publish a Pharmaceutical Needs Assessment every 3 years (in addition, good practice is for the production of an Eye Health & Sight Loss Needs Assessment including children’s eye health but this can be incorporated into the wider needs assessment). 8. To provide an opinion as to whether CCG Commissioning Plans have taken proper 	<p>The Partnership Board is the body that:</p> <ol style="list-style-type: none"> 1. Brings together key leaders responsible for commissioning services that will deliver improved outcomes for children and young people across Staffordshire alongside their families and carers. 2. Will provide a forum where commissioners and providers will work together to explore how to commission, design and deliver services for children, young people and their families. 3. Will lead work to progress effective collaborative working, closer integration and partnership working to the benefit of children, young people and families in Staffordshire. 4. Acts as the key strategic body responsible for developing, implementing and reviewing the strategy for children and young people in Staffordshire. 5. Champions the voice of children and young people at every stage of the commissioning process, highlighting good practice and promoting joint working where appropriate. 6. Takes decisions and decisive action to progress its strategy and overall outcomes for children, young people and families. 7. Influences local, regional and national partners to ensure positive transformation to services for children and young people. 8. Provides expert advice and guidance to the Health and Wellbeing Board in regard to the development of, and revisions to, the Board’s Joint Strategic Needs Assessment, Joint Health and Wellbeing Strategy and assessment of commissioning intentions in regards to children and young people. 9. Provides an evidence based assessment of progress against key priorities and performance 	<ol style="list-style-type: none"> 1. Participating in the planning of services for children in the authority to help ensure that the safeguarding of children is a primary consideration. This will include contributing to Families Strategic Partnership Strategy and establishing effective strategic arrangements with the Health and Wellbeing Board and the Families Strategic Partnership Board. 2. Developing policies and procedures for safeguarding and promoting the welfare of children. 3. Communicating and raising awareness of wider safeguarding issues with practitioners, children, families and carers and the wider community. This will include wherever possible, consulting with children and their families or carers to help ensure that their views are taken into account in the planning and delivery of services. 4. Establishing a Child Death Overview Panel (CDOP) and collecting and analysing information about child deaths. 5. Developing procedures to help to ensure a coordinated response to unexpected child deaths. 6. Monitoring the effectiveness of what is done to safeguard and promote the welfare of children through monitoring, evaluation and audit activity and offering advice with regards to making improvements. These arrangements include organisations having in place and being able to evidence: <ul style="list-style-type: none"> • An organisational statement of accountability • Clear lines of accountability for the commissioning and provision of services designed to safeguard and promote the welfare of children • Senior board level lead and commitment • A designated professional lead or named

Staffordshire Health and Wellbeing Board	Families Strategic Partnership Board	Staffordshire Safeguarding Children Board
<p>account of the JHWS. The Board can in turn write to the NHS Commissioning Board outlining its opinion of the CCG Commissioning Plans, notifying the CCG at the same time.</p> <p>9. To review the extent to which CCG Commissioning Plans have contributed to the delivery of the JHWS</p> <p>10. Increase local democratic legitimacy in the commissioning of health and care services.</p>	<p>measures, escalating concerns as appropriate on an exception basis.</p> <p>10. Is bold in identifying barriers to progress and evidence based solutions for how these might be addressed.</p>	<p>professional for safeguarding</p> <ul style="list-style-type: none"> • Staff supervision, support and training • Safer recruitment practices • Clear policies in line with SSCB procedures Processes for sharing information with other professionals and the SSCB • A culture of listening to children and using their views to shape both their individual support and organisational development; • Compliance with Local Authority Designated Officer reporting requirements; and <p>7. Undertaking Serious Case Reviews where a child has died or has been seriously harmed in circumstances where abuse or neglect is known or suspected to learn from incidents and improve local safeguarding children arrangements or practice).</p> <p>8. Delivering and quality assuring training.</p> <p>9. Helping to ensure the coordination and implementation of services for children who are privately fostered.</p>

Appendix 2: Overview of Children and Families Transformation Programme Pilot Proposals

District	Summary of Pilot Proposal
Cannock: Chadsmoor & Western Springs Community Family Intervention Service	A coordinated community led universal and Tier 2 family intervention. Referrals will be received from partners and other agreed referral/vulnerability identification processes. The Pilot will support: children and families to utilise universal services and build resilience; children and families when issues arise to prevent escalation to Tier 3 services; an exit strategy for those families de-escalating from Tier 3. The service will support a minimum of 150 families presenting root cause indicators.
East Staffs: Shobnall Community Hub	The pilot will strengthen community assets in Shobnall Ward, developing hubs that bring together VCS and statutory services to provide an accessible 'touch point' for families. The hub(s) will offer a programme of activity tailored to local needs, as articulated by residents. This includes early identification of families in need; developing new ways of working with communities to promote engagement and build capacity e.g. peer support models and volunteer programmes. It will also utilise these approaches to deliver an early years pilot to improve school readiness.
Lichfield: Community managed family centres in Burntwood	Development of community-based solutions to support families with babies / pre-school-age children, where there are known lower level risk factors & potential for earlier and less formalised intervention to have a significant longer term impact. Pilot in conjunction with Spark Community Interest Company (CIC) and Burntwood Childcare Hub (virtual). Development of a single virtual front door, partnership integration, community delivered activities, data capture of participation and outcomes, & technology development, VCS funding bid capacity development and development of a "how to" guide for others interested in setting up community managed family centres.
Moorlands: Children and Family Approach	The pilot will focus on the Leek North area and has three elements: (i) Early intervention & prevention using BRFC techniques involving key work interventions with 4 schools and nurseries by a commissioned provider, (ii) Further expansion of Room 21 model within the community, families and rest of the school cluster and (iii) development of a food co-operative as part of building more comprehensive community resilience linking to a wider local offer (e.g. work clubs. adult education).
Newcastle: Information Sharing and Girls Empower- ment	Two pilots will be delivered in Newcastle, providing preventative, Early Help and targeted support to young people at risk or victims of Child Sexual Exploitation (CSE) ('Girls Empowerment Project') and exploring the potential for a local intelligence hub. The Girls Empowerment pilot will build on an existing project by promoting positive, preventative activities, 1:1 and group work. The information sharing pilot will assess the viability of a local intelligence hub, explore development of a pathway for partners in dealing with early concerns and will support the shared information requirements of the Girls Empowerment Project.
Stafford & South Staffs: Multi Agency Centre +	Pilot is designed to reduce high end demand through providing early multi-agency support mechanisms in schools linked with community resources, capacity building and development which supports children and families at the earliest stages and helps to identify early support requirements, building on BRFC, Goodlife South Staffordshire, SHARPS, and Safer Schools Initiatives, leading to skilled and supported communities.
Tamworth: MAC Family & School Partnership Programme	The pilot has a three-phased approach: (i) Multi Agency Centre (MAC) development; MAC provision in academy setting, includes pastoral staff support to coordinate the MAC and attending agencies. (ii) Emotional health support; Enhancing the skills and capabilities of professionals to support children and young people experiencing Tier 2 (mild/moderate) difficulties with their emotional health and wellbeing. (iii) Targeted family support (BRFC principles); commissioning a Tier 2 family support service for identified families.