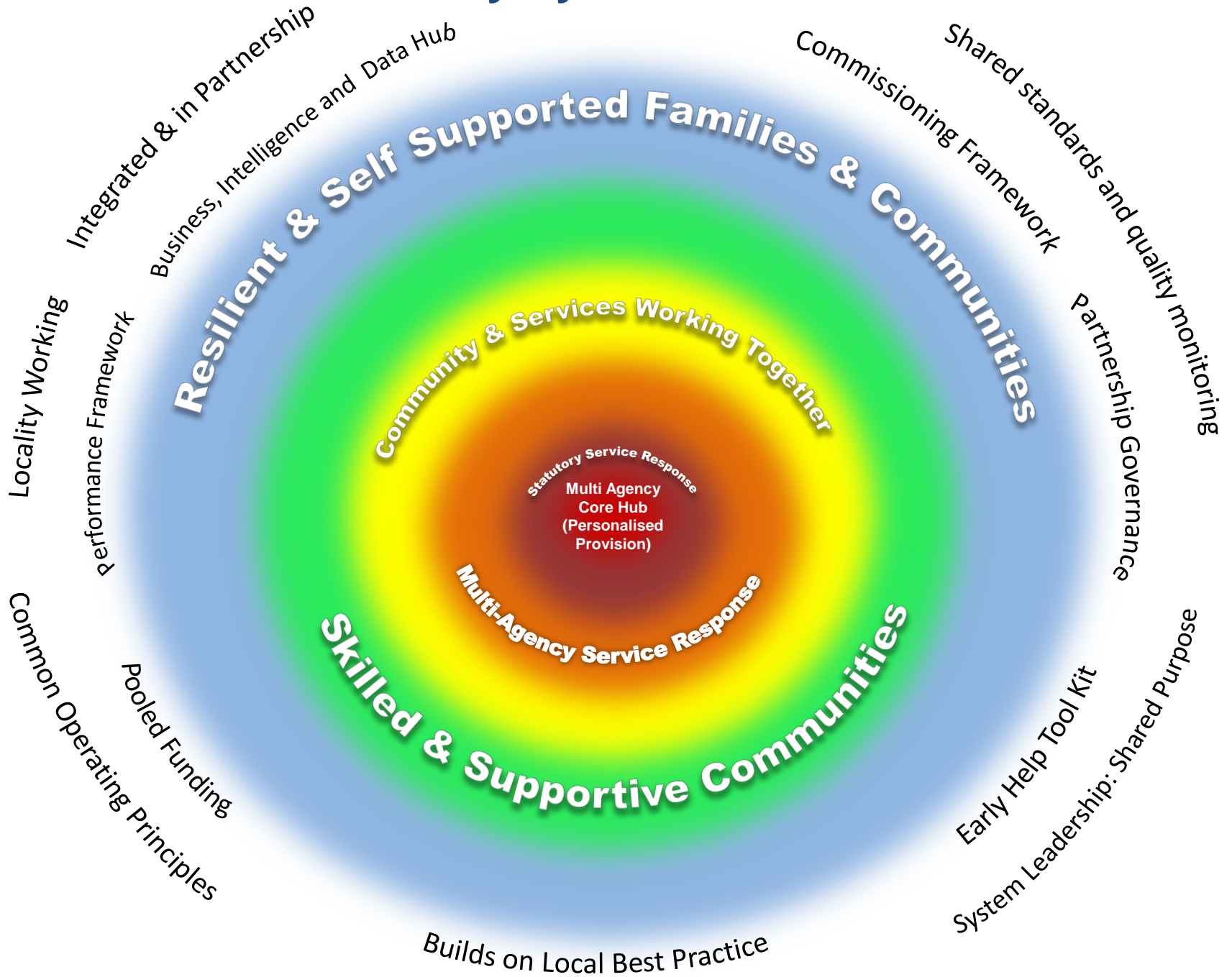


# Family System Vision



# Overall Description

- **Local approaches**
  - Teams
  - Commissioning
  - Business, data and intelligence hubs
  - Governance
  - Bidding and new ways of funding
- **System Leadership:** All resources in a community of need clustered together in an alliance based approach (schools, early years settings, health centres, SCC, police, CVS, community etc.)
- **Optimise resource** by:
  - Working together in a given community
  - Focusing on priorities
  - Resource sharing and pooling
  - Streamlining governance and boards
  - Integrating structures
  - Supporting across setting e.g . peer auditing, bidding , training and development
  - Involving the community and developing their skills to do more
- **Working with a community** and growing their skills and capacity. Overtime shrinking the public sector statutory response and building resilience and community skills
- **Shared principles:** family focused, prevention and early intervention, empowerment, multi-agency, partnership, proactive, addresses root cause , using data and intelligence to make decisions
- **Process, culture and practice:** common processes, common language, training and ways of working, co-location, key work approaches, removing bureaucracy, championing innovation and entrepreneurialism

# Resilient and self-supported families and communities

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**What is the Vision?** An environment (resilient community) where families, children and young people are well informed and able to help themselves

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## **How will it work?**

- Relevant, accessible and up to date information available through a range of formal and informal channels to families and communities
- Targeted information and advice / awareness raising campaigns based on community issues
- Community 'touch points' in places that make sense
- Better use of technology to promote information and behavioral campaigns (phone apps)
- Intergeneration projects that tackle the cycle of entrenched behaviors
- Joining up people in communities, increasing positive community role models
- Place and market shaping
- Solution focused district and parish councilors who support community behaviour change
- Promotes personal and community responsibility

## **What will need to change?**

- Culture – pro-active and focused on root cause, using data and evidence base
  - Working with local business, communities and universal services to have an active role in IAG and connecting people
  - Staffordshire Cares includes children and families and supports localized information portals
  - More work with the CVS improved outcomes
  - Support CVS to apply for funding
  - Pro-active approach to market shaping
  - All council and partner services in the area play an active role in IAG
  - New training for parish and district counsellors
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## **Who is it for?** Communities

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### **How will we know it is successful?**

- Improving opportunities / behaviors and outcomes
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### **How is it different?**

- Targeted IAG into communities (based on issues identified in that community)
- Local businesses, the universal services and the community themselves plays an active role in IAG
- Active behavioral change approaches to address long standing and inter generational problems
- Recognizes talents and assets rather than needs and issues, stimulating a culture of 'we can do it ourselves'

# Skilled & Supportive Communities

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**What is the Vision?** An environment where communities (people, universal services and businesses) around children, young people and their families are skilled and confident to positively help open another

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## **How will it work?**

- Trained community navigators, mentors, ambassadors and champions
- Growth of community interest companies, charities, social enterprises set up by local people to help and support local people
- Growth of new community funding methods (e.g. crowd funding, donations)
- Stimulate greater use of community assets (e.g. time-banks and swap shops where people can exchange skills)
- Universal provisions, the community and local business have the skills to help families and take a solution focused empowering approach
- Stimulate the growth of charities and voluntary organization based on what will help the most
- Social impact bonds and payment by results methods

## **What will need to change?**

- System Culture – pro-active and focused on root cause, using data and evidence base
  - Front line culture change - empower people to do it rather than ‘refer’ or do it for people
  - Greater work (and more partnerships) with the CVS to stimulate the growth of the sector and attract new funding
  - Closer links between all tiers of services
  - Support services in closer proximity to universal services, to up skill and give people confidence (co-location around school cluster for example), giving a better understanding between the two about their roles in supporting families and communities
  - Online and local methods to help communities connect
  - Improved intelligence from the top end of the system (root cause) to market shape in this part of the system
  - Training for the community and investment on community instigators/champions/navigators
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**Who is it for?** All children, young people and families and the people they interact with in their community

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## **How will we know it is successful?**

- Improving opportunities / behaviors and outcomes

## **How is it different?**

- Active market shaping – working with universal providers and CVS to stimulate the right environment
- Empowering responses to peoples problems – educating them to help themselves and connecting them to the community
- Local businesses, the community and universal services have a more active role
- New models of delivery and funding
- Asset focused

# Community & Services Working Together

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**What is the Vision?** Developing an environment that enables the community, voluntary, local businesses universal services and statutory services to work together to jointly find solutions that support children and their families

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## **How will it work?**

- Statutory services are co-located around universal services
- There are strong local partnerships between community members, services and local business who work together to develop local solutions, accessing or developing the community to respond in the first instance
- Targeted Brief interventions run by the community members and services together – upskilling the community and universal services over time
- Greater investment in upskilling the community and CVS
- Local alliances/co-operatives between communities, services and business who jointly apply for funding and share resources and skills
- Community commissioning funding pooled / local commissioning
- Stimulating growth of social investment
- Skills sharing across services (e.g. peer auditing)
- Increased amount of proactive, targeted interventions in an area based on local needs (partnership responses)
- Sharing local intelligence
- Trained community navigators, mentors, ambassadors and champions

## **What will need to change?**

- Building confidence, capability and capacity in the community
- Culture – internally and amongst partners / communities; pro-active and focused on root cause, using data and evidence base
- Attitudes to risk and attitudes to how support is provided
- KPIs and measures to focus on outcomes for children and families
- Raising awareness of when / how things can go wrong so that appropriate support can be accessed at the appropriate time
- Infrastructure support to help glue partnerships and maintain and develop localised intelligence
- Joint community and service workforce development

## **Who is it for?**

- Children and Families who are identified as needing additional help
  - Children and Families where issues have occurred
  - Children and Families de-escalated from targeted support
  - Local communities identified as having multiple risk factors
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## **How will we know it is successful?**

- Improving opportunities / behaviors and outcomes

## **How is it different?**

- Partnership and community responses rather than just services responses – joint ownership of an area
- Proactive, targeted approach based on risk factors
- A move away from referral
- Community commissioning pots with innovative funding solutions
- Locally driven and owned
- Clear performance targets
- Developing the role of the 3<sup>rd</sup> sector and other key partners and people in localities
- Effective working practices across the board regarding information sharing

# Multi-agency services responses

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**What is the Vision?** Developing an environment that identifies and engages promptly with family units in need of support to enable them to regain and maintain an independent family life

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## How will it work?

- Local services work in partnership to create local team, pool resources, funding and skills
- Resources are allocated to areas based on need
- Multi-agency local support is clustered around local universal services (schools, early years providers, health centres – so all services can work together more effectively)
- Resources are available / targeted based on need
- Partnerships receive joint training on brief interventions/ evidenced based interventions that will make a big difference to the community they work in
- Families are allocated a key worker / lead professional who engages with the family and other professionals to arrange support
- Local teams take a proactive approach and work with people in the local area before referrals are made
- There is a clear triage system across the partnership and a help and advice method
- Targeted brief interventions are offered
- Support is provided to the whole family not just the child, so resilience is improved and root cause addressed
- Teams are incentivised against performance targets

## What will need to change?

- Culture - working together to deliver a response and running a key worker approach; working as a multi-agency team; pro-active and focused on root cause, using data and evidence base
  - Developing a working relationship with the community and approaches to grow community resources first to solve problems
  - Targets to increase community capacity and reduce service responses
  - Attitudes to risk
  - KPIs and measures to focus on outcomes for children and families
  - Policy, process and ways of working to enable teams to work together
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## Who is it for?

- Children and Families who are identified as needing additional help
  - Children and Families where multiple issues have occurred
  - Children and Families de-escalated from statutory services
  - Local communities that have long term, ingrained challenges
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## How will we know it is successful?

- Improving opportunities / behaviors and outcomes

## How is it different?

- There are local teams which are truly multi-agency and resources across teams are pooled and shared
- Workforce development is joined up and relevant to the skills required for supporting that community
- All partners have a role to play in Early Help
- The threshold for help from a team are 'higher'
- There is a key worker response who works with the whole family

# Statutory Services Responses

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**What is the Vision?** Developing an environment where vulnerable families, children and young people are supported at and for the right time by the right services, in order to return to independent family life as quickly and safely as possible

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## How will it work?

- Multi-agency approach across statutory services (Safeguarding, Police, Mental Health, SEND, Youth Offending)
- Co-located statutory response hubs across agencies
- Intensive prevention approaches (proactive approaches to identifying most vulnerable and taking action before they come into the system)
- Rehabilitation approaches and active step-down working with multi-agency teams
- Personalised / Managed budgets (by service users)
- Local commission /spot purchasing relevant to families need
- Enhanced regional approaches
- Active family and community approaches to build resilience of the most vulnerable
- Commissioning is integrated and commissioners work to design and commission integrated service responses
- Locality delivery in areas of greatest demand
- Families will know how and when interventions will cease
- Addresses root cause to prevent re-referral
- Shares intelligence to inform root cause and Early Intervention Indicators for learning up stream

## What will need to change?

- Culture – working together; pro-active and focused on root cause, using data and evidence base; locality working
  - Power and control of individual agencies
  - Attitudes to risk internally and across partners
  - Proactive funding teams
  - Skills and capabilities – to work in new ways across family and community
  - System and process
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## Who is it for?

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)

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## How will we know it is successful?

- Improving opportunities / behaviors and outcomes

## How is it different?

- Integrated commissioning and delivery across all key partners
- Family and community focus
- Multi-agency co-located teams across statutory services
- Proactive prevention and rehabilitation
- Funding and payment methods
- Demand led

# Commissioning

- Commissioning is across the system and not silo
- Commissioning is locality as far as possible
- All commissioners work together and embrace a common set of working principles
  - Family based responses; multi-agency and integrated solutions; locality delivery; prevention at every level
- A common outcomes framework across a partnership that all commission and deliver against (all efforts in same direction).
- Clear priority outcomes for county and for each district / locality
- Commissioning funds are integrated at local level, budgets are pooled / aligned
- Commissioning is an accountable approach and needs to evidence impact of delivery against core (local priority) outcomes and KPI
- Commissioning is intelligent based – using data and intelligence hub; proactive and based on root cause
- Commissioning is done with influence as well as money
- Commissioning promotes the use of the social value act and corporate social responsibility
- Commissioning has a focus on early intervention and prevention



# Performance Framework

- A common performance framework used by commissioners and services – agreed set of KPI we all delivery against
- Joint accountability for delivery of KPI (promoting partnership and integrated working)
- Payment by results and incentives based on KPI and outcome delivery
- Performance information goes to common data and intelligence hub increasing knowledge about the area

# Partnership Governance

- A stronger county partnership for children and families with clear joint priorities
- A single identifiable governance for children and families in each district (reduce multiple governance boards and groups)
- Community role in governance
- Shared resources across services to promote quality standards (e.g. peer audits, practice checks etc.)