

Topic:	Feedback on Staffordshire Families Strategic Partnership Board
Meeting Date:	8 December 2016
Board Member:	Helen Riley Chair of the Families Strategic Partnership Board (FSPB) and Deputy Chief Executive and Director for Families and Communities, Staffordshire County Council
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Report Type:	For information and endorse the activity undertaken by the Families Strategic Partnership.

1. Introduction

- 1.1. Following the formation of revised children, young people and families partnership arrangements in September 2015, the Families Strategic Partnership Board (FSPB), supported by the Families Partnership Executive Group (FPEG) has made considerable progress in its first year.
- 1.2. As the first year has involved building the foundation of the partnership to facilitate improved joint working, a formal annual report will not be produced for 2016/17 and a progress update will be provided in this report and this report will act as an annual report. The partnership has focused on building relationships, establishing a strategic direction of travel, establishing sub-groups to drive activity forward and developing key documents such as a strategy, delivery plans and an outcomes framework.
- 1.3. A formal annual report will be produced for 2017/18, detailing progress against the delivery plan.

2. Recommendation

- 2.1. That the Health and Wellbeing Board (H&WBB) endorse the Families Strategic Partnership Strategy, 2017/18 Delivery Plan and Outcomes Framework. These documents are key in provide the direction of travel for partners and also support the delivery of the H&WBB Strategy.
- 2.2. That the H&WBB review the progress of activity undertaken within the Families Strategic Partnership and request further updates in the future. Annual progress reports can be presented the same time as the Staffordshire Safeguarding Children Board (SSCB) if possible in the future, to help ensure that the H&WBB

receive a full update on partnership activity. This will enable the triangulation between the H&WBB, SSCB and FSPB.

- 2.3. That the H&WBB endorse the proposal of a joined-up placed-based approach to take forward the Children and Families Transformation agenda.

3. Progress Update

3.1. Families Strategic Partnership Strategy

- 3.1.1. On formation of the Families Strategic Partnership, an existing Children, Young People and Families Strategy was in place but was not owned by the partners. The strategy did not have delivery plans or outcomes frameworks in place to monitor progress. Partners requested the strategy be refreshed to ensure it was fit for purpose.
- 3.1.2. The strategy has been written by partners in a true collaborative approach. Partners that have contributed to writing the strategy include: Staffordshire Office of the Police and Crime Commissioner, Staffordshire Police, Clinical Commissioning Groups, Staffordshire County Council, Staffordshire Fire and Rescue Services, Staffordshire Council of Voluntary Youth Services (SCVYS) and VAST. The strategy can be viewed on the following webpage: www.staffordshire.gov.uk/fsp
- 3.1.3. All partners in the Families Strategic Partnership have signed-off the strategy in July 2016 but needed to have the document approved by five Clinical Commissioning Group (CCG) Boards. To date, four have signed-off the document and East Staffordshire CCG Board will meet on 24 November to discuss the strategy.
- 3.1.4. Staffordshire's Health and Wellbeing Board and Families Strategic Partnership Board have chosen these same priorities as they are important to every person living in Staffordshire:
 - Starting Well: every child has the best possible start in life to reduce differences in the quality of people's health and wellbeing in the future
 - Growing Well: children and young people are supported to reach their potential so that they can have greater control over their lives
 - Living Well: children, young people and adults are supported to make good lifestyle choices.
- 3.1.5. To support the delivery of the strategy an outcomes framework has been produced to monitor impact. In addition, the strategy will be accompanied by a delivery plan that will be refreshed annually – this is to ensure the partnership is focussed on what it will achieve on an annual basis.
- 3.1.6. The strategy details that the initial focus of the partnership on is the creation of delivery plans that enable us to:

- Embed effective and systematic early help across Staffordshire in line with the Early Help Strategy and toolkit
- Plan for and commission joint ways of working across organisations
- Drive action to reduce the effects and impact of hidden harm in line with the Hidden Harm Strategy
- Facilitate and help to grow community based support

3.2. Outcomes Framework and Delivery Plans 2017/18

- 3.2.1. The outcomes framework and delivery plan details all delivery milestones for work streams that fall out of the Families Strategic Partnership: Children, young people and families' strategy which are jointly being worked on by partners. The plan details how the strategy can be translated into outcomes and key high level indicators. The plan also plots the integrated work streams against the outcomes; showing which contribute to which strategy goals. Finally, the plan also displays all SCC commissioned programmes (some maybe decommissioned in year) against the strategy goals; this will be populated by partners so that all commissioned programmes can be seen in the round.
- 3.2.2. The document is in the process of being populated by partners and will be a live document going forward.
- 3.2.3. A draft copy of the outcomes framework and delivery plan can be found in Appendix A.

3.3. Aligning Governance Structures

- 3.3.1. When the revised partnership arrangements were put in place in September 2015, it was recognised that there were a number of existing partnership arrangements with unclear governance structures and duplication of membership in place. The FPEG have been looking at aligning structures on an individual case basis to ensure existing activity are uninterrupted during the changes.
- 3.3.2. One of the major governance structure changes that has taken place, is to collapse the County BRFC Leadership Group and for the BRFC Project Team to report directly into the FPEG. There will be a review in December 2016 and summer 2017 to ensure the revised governance arrangements are effectively working. The aim is to embed BRFC into the whole Children and Families Transformation Programme and activity is 'business as usual' rather than seen as a separate project.
- 3.3.3. A Clinical Commissioning Group representative has agreed to be a conduit between the FPEG and Staffordshire Emotional Wellbeing Group to ensure there is an appropriate interface.
- 3.3.4. Further work needs to take place to align Early Years and Special Educational Needs and Disability.

3.3.5. To ensure there is a streamlined effective governance process in place, the current arrangements are that only one group, the FPEG, report into the FSPB. A number of workstreams report into the FPEG and the FPEG have a key role to play in co-ordinating and aligning activity on behalf of the FSPB. This approach is working well and is enabling true collaborative working.

3.4. **Workstream Updates**

3.4.1. Early Help

3.4.1.1. In 2015, the SSCB commissioned a multi-agency working group to shape an Early Help Strategy. Once the strategy was finalised in spring 2016 and launched in the summer, the FSPB/FPEG were tasked with implementing the strategy across Staffordshire.

3.4.1.2. The purpose of the Staffordshire Early Help Strategy¹ is to establish a common understanding of Early Help, and ensure everyone can see how their contribution can make a difference to the lives of the children, young people and families. Effective Early Help will support the achievement of the Health and Wellbeing Board's and Family Strategic Partnership's priorities and outcomes for children and young people to start, grow and live well. Acting early to prevent problems getting worse, including in the early years of a child's life, could have a positive impact on the child and their family. Evidence shows Early Help can also reduce the high cost of late intervention so that we can make the best use of our limited, shared resources.

3.4.1.3. A multi-agency Steering Group was established under the FPEG and included a wide range of partners, including: Staffordshire County Council, Probation, Office of the Police and Crime Commissioner, Staffordshire and Stoke-on-Trent Partnership Trust (SSOTP), Primary Schools, SCVYS, Entrust, SSCB representatives and an Early Years provider. The group were tasked to develop an implementation plan to deliver the strategy. To inform the implementation plan, three workshops were facilitated which led to the establishment of the following priorities:

- Change our current culture and explore creative opportunities to promote the strategy;
- Improve workforce planning to provide access to training and development, improve use of common tools and processes and share information appropriately;
- Measure impact and be clear about what good looks like across different ages and stages;
- Value and recognise the wealth of assets in local communities;
- Integrate and strengthen the commissioning and delivery of Early Help across the system;
- Making the most of and understanding that Early Help in the earliest years is particularly important.

¹ Further information in relation to Early Help can be found at: www.staffsscb.org.uk

3.4.1.4. In Staffordshire, we are building on existing initiatives and working practice to ensure Staffordshire has robust and sustainable Early Help offer. For example, there is an existing scheme to train Early Help Champions. To date, the SSCB have trained 76 champions and these champions have trained 937 people.

3.4.1.5. The two case studies below illustrate two Early Help offers that we want to grow in Staffordshire. The first case study focuses on Early Help where thresholds have been met and a formal intervention is put in place; the second case study illustrates how the Early Help offer can be provided much earlier through the voluntary sector.

Case Study (1) – Local Support Team Formal Early Help

Mother and 4 children ages ranging from 13 to 2 years. Original referral to Staffordshire Safeguarding Unit from a London borough which had previously considered taking this case to initial Child Protection conference because of concerns about neglect around children's basic care needs and poor school attendance. Mother moved to this area to be with her friend whom she met online. The family had been missing from services for approximately 7 weeks. Mother has history of alcohol dependency and depression and not taking medication as well as domestic violence. Child Social Work Assessment was undertaken. Mother was engaging well with services and cooperative. Step down to Local Support Teams to continue with interventions and support for mother to access benefits, maintaining the care needs of all of her children (parenting), reduce isolation and for school attendance.

Case Study (2) – Earliest Help: Personal and Social Development Through Participation Opportunities

IL was recruited by SCVYS to take part in the National Citizenship Service "Summer of a Lifetime" programme in 2012. Initially, IL was extremely shy, lacking in confidence and exhibited low self-esteem which reflected in her communications with peers and adults. Children and young people who experience a lack of confidence and low self-esteem can potentially go on to have a negative image of themselves, find it difficult to develop and maintain friendships, and may avoid new opportunities. This can often result in the development of further complex behaviours, attributes and circumstances which will impact upon the health and wellbeing of the young person. After successfully completing the 6 week programme, it was apparent that IL confidence levels and self-esteem had grown significantly.

IL completed her college course with the top marks possible and started an apprenticeship. On completing her apprenticeship in 2016, gaining a range of outdoor education and leadership qualifications in water sports along the way, IL joined Entrust as an activity leader at Chasewater. She has almost completed her Gold Duke of Edinburgh Award and continues to volunteer at SCVYS events.

IL commented "I would encourage anyone to go for opportunities that present themselves. It has been a fantastic journey, making new friends, developing many skills and building my confidence along the way, which really helped me with college, apprenticeship and now employment in a job I enjoy. It is thanks to SCVYS that opportunities opened up and I've enjoyed and benefitted from everything I have been involved in."

IL is just one example of the thousands of young people who through positive activities and opportunities provided by the local voluntary sector begin to maximise their potential in life by building personal resilience and responsibility.

Progress To Date

3.4.1.6. Six workstreams have been established to support the delivery of the implementation plan, each focusing on one of the Early Help Strategy Priorities. This governance structure and multi-agency approach will actively facilitate and lead the delivery of outputs and outcomes in 2017/2018 and beyond.

3.4.1.7. The Early Help Strategy was launched in Staffordshire, supported by a multi-agency campaign across the Families Strategic Partnership and the resources and materials produced to support the campaign are continuing to be utilised across the partnership to raise awareness of Early Help in Staffordshire.

Next Steps

3.4.1.8. Over the next three years the Early Help Steering Group will be seeking to deliver the following outcomes:

- Strong, honest, accountable partnerships.
- Positive organisational cultures that support Early Help (embedded principles and practice).
- Early Help is recognised as a positive brand which makes a real difference to people's lives.
- All children are healthy, happy, meet educational milestones and are safe and participate.
- Families seeking help are supported by the organisation they present to.
- Branded training – single training programme for all partners and public – train the trainers approach
- Appropriately skilled and capable people (workforce - staff and volunteers)
- Information is shared proactively and responsibly to aid early help.
- Data sharing protocols agreed to proactively approach families who have risk factors.
- Consistent leadership across all agencies in relation to early help.
- Resilient individuals and families.
- Lower demand in higher tier services.
- Resourceful communities who are self-supportive and can resolve low level issues.
- People know their communities and understand the partnership landscape (who contributes what and where?).
- Sustainable community organisations and initiatives which are valued for their contribution.
- Strong universal services.
- An increased number of people being supported to volunteer both formally and informally.
- Increased resources/social capital brought into Staffordshire through successful funding/joint funding bids.

- Breaking negative cycles in families and / or communities.
- Effective joint commissioning.
- An increased number of sustainable VCSE organisations are created and operating.
- Good start in life.

3.4.2. Integrated Commissioning

3.4.2.1. Families Integrated Commissioning Group (FIGG) has been established to:

- develop a coordinated approach to commissioning for children, young people, their families and carers (referred to hereafter as families) in Staffordshire;
- synchronise strategic planning and implementation;
- optimise resources; and
- improve outcomes for children and families.

3.4.2.2. Meetings are well attended with at least one representative from each organisation (Staffordshire County Council, Stoke-on-Trent City Council, Clinical Commissioning Groups, Public Health and the Office of the Police and Crime Commissioner) attending meetings. Trust and relationship building is growing within the partnership and the appetite for developing aligned and integrated approaches is increasing.

Progress to Date

3.4.2.3. A draft commissioning timeline is being developed for current and future external contracts by Staffordshire County Council, Stoke-on-Trent City Council and the Office of the Police and Crime Commissioner. The CCG contracts are commissioned on a yearly basis. The commissioning timeline will promote greater opportunities to jointly commission in the future, reduce duplication and the sharing of learning across organisations.

3.4.2.4. Various models of contracting and use of legal instruments to help the joint commissioning arrangements are being investigated. Potential integrated commissioning mechanisms to fit various commissioning circumstances are currently being explored to enable a streamlined approach, build on good practice and reduce duplication where possible.

3.4.2.5. The work has been aligned by partners around community capacity development and New Economics Foundation (NEF). It is expected that this approach will be integrated into ongoing commissioning design work. The emphasis on systems leadership, commissioning, capacity building and evidence and evaluation are all areas that have a good fit with the integrated commissioning agenda. There is further work to do to explore district and local level plans and currently the focus is on a city and countywide approach.

3.4.2.6. A 'forward plan' approach is being developed whereby we share our upcoming commissioning reviews/retenders/new tenders and share approaches where we can seek external funding for shared ambitions (a recent example is the funding being made available through central government for Place of Safety funding for

children detained under S136 of Mental health Act). However, there are still challenges, e.g. around the different ways organisations commission.

3.4.2.7. FICG's relationship with other groups has been reviewed and there is an awareness of links with other transformation activities carried out by partners such as early help, intelligence and community capacity development.

3.4.2.8. There are currently six phase 1 areas of commissioning that are being used to look at opportunities to commission on a multi-agency basis:

- **Domestic Abuse** – A Domestic Abuse Needs Assessment has been completed and a joint draft strategy developed. A service specification will be developed based on the needs assessment and consultation findings. New services will commence on 1st June 2017.
- **Child Sexual Exploitation and Missing Children** – The joint service specification and performance management framework are currently being finalised in preparation for advertisement at the end of November 2016. The new service start date is 1st September 2017.
- **CAMHS/Emotional Wellbeing** – An Eating Disorder service is now in place and there is additional capacity at Tiers 2 and 3. Intensive Outreach has commenced in the south and is currently deferred in the North. Options are being explored for joint commissioning of Tier 2, as the current framework expires on 30th April 2017 (with opportunities for call-offs prior to the end date to continue provision).
- **Healthy Child Programme** – Staffordshire County Council's commissioning of the integrated 0-19 Children and Young People's Health and Wellbeing Programme will commence in April 2018.
- **Special Educational Needs & Disability and All Age Disability** – An 18 month project plan is being finalised. The next phase will be to move to developing a locally focussed prototype in order to develop new, multi-agency ways of working and configuring assessment, planning and support arrangements.
- **Transforming Care** – Work to map current placements for adults in the Transforming Care cohort, including detail on level of need, and mapping of desired destinations has been completed so that market development work can commence to ensure the needs of each client are met so that the patient transfers can start to be planned. Agreements on financial transfers and dowry's to ensure the funding follows the client are to be finalised.

3.4.2.9. These contracts are being commissioned in a variety of ways with varying levels of joint or integrated arrangements across the commissioning cycle. The lessons learnt from these commissioning activities, together with best practise, will inform the integrated commissioning mechanisms and any toolkits developed.

3.4.2.10. The GOSPA (Goals, Objectives, Strategy, Plans and Actions) business planning approach promotes strategic planning and aligned implementation. It has been utilised to consolidate our work to date.

3.4.2.11. The following Task and Finish Groups have been established to:

- Develop a series of options for integrated commissioning mechanisms (such as procurement and contract management), by exploring benefits and risks to inform future commissioning activity.
- A toolkit to support integrated commissioning is recommended to support best practice across organisations and continues to be explored (including co-production and co-design).
- Consider the Children, Young People and Families Strategy to identify possible integrated commissioning intentions.

3.4.2.12. The group will continue to build relationships, share learning and develop and implement opportunities for greater joint and integrated commissioning in order to promote positive outcomes for children, young people and families, prevent and tackle root causes of issues and promote value for money.

Next Steps

3.4.2.13. FICG is holding a workshop on 24 November 2016 to develop a clear commissioning plan, accompanied by a delivery plan, for 2017/18 and beyond. This plan will articulate the partnership commissioning intentions along with a prospectus of all commissioning activity.

3.4.3. Hidden Harm

3.4.3.1. On 19 August 2016, 25 partners across Staffordshire, including Stoke City Council attended a workshop to discuss what we mean by Hidden Harm and how we can take this agenda forward. There were honest conversations taking place within the workshop and a genuine appetite for partnership working to take this agenda forward.

3.4.3.2. During the discussion it was agreed that pan Staffordshire, we agree that Hidden Harm is wider than drug misuse. The proposed definition is: *“Children and young people experiencing a level of harm because of the presence of parental substance misuse, poor mental health and/or domestic abuse within the family”.* (where substance misuse covers both drugs and alcohol)

3.4.3.3. There was a strong appetite in the workshop to not only work together as partners on this agenda but also align the work we are doing on domestic abuse, parental mental health and parental substance misuse. It was recognised that there are many overlaps with the support offered and more often than not, services are supporting one symptom when all three may be present.

3.4.3.4. In order to build on the discussions following the August 2016 workshop, a multi-agency meeting will be established and report into the FPEG and Local Strategic Partnership Board to discuss how we can take the Hidden Harm agenda forward. The group will be responsible for producing the strategy and developing a robust action plan to deliver the Hidden Harm agenda. Key deliverables are:

- Gathering local intelligence information about Hidden Harm

- Undertaking a mapping exercise of existing resources and identifying any gaps.
- Produce a multi-agency action implementation plan that will be monitored and review to ensure we are clear the difference we are making.

3.4.4. Voices of Children, Young People and Families

3.4.5. Discussions are currently underway to ensure the voices of children, young people and families are heard within the Families Strategic Partnership and responded to in a timely manner with appropriate feedback. Key activities taking place over the next few months include:

- SCVYS, SCC Consultation and Engagement Team and Entrust, to revisit the Children and Young People's Survey from 2013, and seek to run it again during Autumn 2016 providing some representative broad overview of views from children and young people on a range of relevant subjects.
- SCVYS are in the process of re-instigating the UK Youth Parliament election process in Staffordshire. Following the election in January/February 2017, 4 UK Youth Parliament (UKYP) members and 4 Deputies representing Double Districts within the County will be elected. The UKYP Members will support and influence existing youth engagement opportunities to ensure they are listening to their constituents and able to represent them to a wider audience.

3.4.6. In addition, it is recognised that a number of existing youth engagement opportunities are already in place and there is an opportunity is to encourage greater collaboration and sharing of information with the Families Strategic Partnership. An exercise will be undertaken Examples of youth engagement opportunities within Staffordshire are:

- OPCC Youth Commission (Leaders Unlocked)
- Youth Healthwatch
- CAMHS Transformation (YESS)
- UpRising – Democratic engagement (North Staffs YMCA)
- VOICE Project – (Looked after Children, etc.)
- SCVYS - District and County youth engagement events
- School Councils
- Individual organisation youth engagement mechanisms

3.4.7. Further work is required to identify where the views of parents are being gathered to ensure they are heard within the Families Strategic Partnership. In order to develop a strategic direction of travel, the following activities will take place:

- Development of a Families Strategic Partnership Consultation & Engagement Strategy (2016 – 2019).
- Development of a high level Families Strategic Partnership Consultation & Engagement Delivery Plan (2016 – 2019).
- Develop and deliver a Families Strategic Partnership Consultation which focuses on directly informing the delivery of the Families Strategic Partnership and Children & Families Transformation Programme.

- Create a multi-agency working sub-group (SCC, Health, Police, Fire, Probation, OPCC, SCVYS, etc.) to oversee and support the above approach.

3.4.8. On completion of the above activities, the FSPB (supported by the FPEG) will review progress and identify further actions for continuous improvement of engagement with children, young people and families as well as inform activity commissioned and provided by the wider Families Strategic Partnership.

4. Children and Families Transformation Programme

4.1. In March 2016, the H&WBB received an overview of the Transformation Programme.

4.2. On 12 July 2016, the FSPB and FPEG attended a workshop to discuss aligning transformation in Staffordshire on the children, young people and families agenda. Partners received presentations from the Police, County Council and Health on their major transformation programmes and the Fire and Rescue Service provided an overview of the services they provide. Following the presentations, partners discussed common themes and key activity that could be taken forward by the FPEG with the intention of improving outcomes for children and families.

4.3. After listening to the conversations during the workshop, the following key themes were identified:

- **Integrated/Collaborative Working** - Propose opportunities for integrated working for both delivery and commissioning. Areas where we could integrate services better to manage demand include: tackling alcohol and substance misuse, mental health and obesity. Identify opportunities to work together more effectively to make better use of the public finances and deliver improved outcomes. A change in culture will be required to adopt a more integrated working environment.
- **Intelligence-Led** - Identify opportunities to use data and information more effectively so activity and commissioning are intelligence-led and as effective as possible. This will enable our resources to be targeted where they can effectively address need and make the greatest difference. In addition, we need to identify ways to equip staff across the partnership to have more relevant information so that they are able to make better decisions in a timely manner that will result in improved outcomes. On the ground, we will see parties proactively sharing information and adopting a problem-solving approach which addresses root causes and focuses on keeping people out of the system where appropriate.
- **Demand Management** - Propose opportunities where we can effectively manage our demand (particularly to higher cost services). Consider the role of schools, communities and voluntary sector and how conversations can be streamlined, for example, having one conversation with schools that address a number of issues across the partnership. Demand management will focus on: prevention and early intervention, system leadership to prevent demand

shunting; reducing/eliminating duplication; empowering communities to do more and be more independent; and shifting resources across the partnership to focus on early intervention, early help and prevention but ensuring there is a clear referral process should any safeguarding concern arise.

- **Culture Change** – Cultural change is explicit in delivering the activity detailed above (integrated/collaborative working; intelligence-led; demand management) and will be achieved through practical activity.

4.4. An opportunity exists to design a joined up place-based approach that builds on initiatives and resources at a locality level as well as developing ways that enable the workforce across the partnership and communities to work better together to address the four key themes identified within the workshop.

4.5. A multi-agency joined up place-based approach will build on local intelligence and enable resources to be tailored based on nuances of the local areas. We want to adhere to set principles of joint working that will remain the same regardless of future changes to individual organisation's structures and finances. We want to move away from a 'referral culture' and encourage professionals to work together to intervene earlier and prevent (where applicable) cases escalating to higher tier services. We want to further explore how we can:

- Stimulate alternatives to our interventions that still help prevent demand escalating, but avoids the need for professional intervention (where possible) in the future. For example, looking at the role of families/communities, voluntary and community sector and universal services.
- Find ways of addressing root causes and triggers for families entering the system.

4.6. This offer involves working with Newcastle-under-Lyme Borough Council and Tamworth Borough Council in order to begin place-based activity as part of Children and Families Transformation Phase 1. Locations have been identified based on complex demand in these areas. There are opportunities to build on the District/Borough children and families transformation multi-agency pilots (see Appendix B). In addition, there are opportunities to involve ongoing children and families transformation initiatives, for example:

- Developing simplified information, advice and guidance (IAG) process that not only provides advice about where to go for help, it also provides self-help information.
- Intelligence sharing.
- Integrated commissioning.
- Building on the success of Building Resilient Families and Communities (BRFC) that has demonstrated excellent partnership working and a framework for how we could work with families in the future.
- Accelerate implement of Early Help and look for appropriate alternative provision of support for families (for example, the voluntary and community sector).

- 4.7. Based on recent partnership discussions and emerging national learning, the following design principles are offered as a starting point that may assist partners working together on a place-based approach:
1. **Quality** – we want to get our interventions right first time, commission based on evidence, monitor rigorously for impact on sustainable outcomes, co-produce services, and stop doing things that do not work.
 2. **Efficiency** – we will increase productivity, be more rigorous in applying commercial thinking to commissioning and markets, co-design services, performance manage against outcomes, and develop early help that is more cost effective across the system.
 3. **Integration** – we will improve collaboration and aim to integrate services around our users where this makes sense for them, joining up processes, adopting the same thresholds, removing duplication between partners, and co-producing with families and the community. In addition, we will aim to connect transformation programmes across Staffordshire.
 4. **Early help** – we will predictively target Staffordshire resources to families that will need help in the future, and we will reduce demand to expensive statutory services by drawing on community, universal and digital resources:
 - a. **Community** – Signs of Safety practice will encourage community support in all interventions, we will promote volunteering to increase community resilience, and help families to help themselves.
 - b. **Universal** – we will support universal staff in GPs, children’s centres, early years settings, schools, post-16 education, pharmacies, the voluntary sector and businesses to give more early help at the point of access, before referring to specialists.
 - c. **Digital** – we will significantly increase the digital help that is accessed online, including guidance for young people, parents and carers and professionals, and new digital service delivery.
- 4.8. Discussions are currently underway with partners on how we can take forward a place-based approach and join up systems leadership. A key outcome of these discussions is to reduce demand (where appropriate) by tackling long-standing issues in families and families entrenched in the system (e.g. long-term unemployment). Through effective collaborative working, a reduction in demand is expected across the whole system, for example: health, police, etc. In addition, children, young people and families will have improved outcomes which will also have a positive impact on society in general as well as the communities they reside in.
- 4.9. There is a real opportunity for partners to work cohesively across the system to delivery sustainable outcomes for children, young people and families.
- 4.10. A local approach can often deliver better and sustainable outcomes utilising local resources. The place-based approach is wider than public sector organisations, it

is about adopting a 'people helping people' approach and the voluntary sector have a key role in driving this agenda forward.

- 4.11. This approach will bring together all the elements that the Families Strategic Partnership is focusing on, for example: Integrated Commissioning, Early Help and embedding the voices of children, young people and families in the work we do.
- 4.12. Further work needs to be undertaken to understand the current resources to ensure they are appropriately allocated and delivering the right outcomes.
- 4.13. As discussions progress, the FSPB will provide updates to the H&WBB accordingly.