

# Delivery plan for Staffordshire's Children, Young People and Families Strategy 2016-2026.

## Children, Young people and Families Strategy

At all stages in their lives we want Staffordshire's children and young people to lead the best life possible. We want to see children and young people who are:

1. **Happy and healthy**
2. **Feel safe and belong**
3. **Achieve and contribute**

## Our Vision

To get what we want for Staffordshire's children and young people, we have a clear vision where:

**Families and communities have the strength, skills and knowledge they need to ensure their children and young people are healthy, happy, safe and achieve their potential**

## Our priorities

To get what we want for Staffordshire's children and young people, we need children and young people who are supported to start, grow and live well.

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:

1. **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
2. **Growing Well:** children and young people are supported to reach their potential so that they can have greater control over their lives
3. **Living Well:** children, young people and adults are supported to make good lifestyle choices.

The different layers of the model are described below:

	<b>What?</b>	<b>Who for?</b>
<b>Resilient and self-supported families and communities</b>	Families and communities support themselves and are resourceful and resilient.	The community
<b>Skilled &amp; Supportive Communities</b>	Communities have the skills and knowledge on how to access resources/support when a family needs additional help. Communities are integrated, sustainable and resilient and help each other.	All children, young people and families and the people they interact with in their community
<b>Community &amp; Services Working Together</b>	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"> <li>• Children and Families where there is a risk of escalation</li> <li>• Children and Families where issues have occurred</li> <li>• Children and Families de-escalated from targeted support</li> <li>• Localities that are struggling (with multiple risk factors)</li> </ul>
<b>Multi-agency service responses</b>	<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"> <li>• Children and Families where there is a risk of escalation</li> <li>• Children and Families where multiple issues have occurred</li> <li>• Children Families de-escalated from the statutory services</li> <li>• Localities that have long term, ingrained challenges</li> </ul>
<b>Statutory Service responses</b>	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. It is also about maintaining family life through access to skilled and supportive communities and communities and services working together even when statutory services become involved, it isn't an 'either/or' option.	Covers children, young people and families in the statutory parts of the social care (Children in Need – S17 Children Act 1989 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)

## Section I –Work streams of delivery across partners

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
<p><b>EH 1.</b> Early Help</p>	<p>With regards to understanding, sources and utilisation of early help with partners and the community.</p> <p>Change our current culture and explore creative opportunities to promote the strategy</p>	<ul style="list-style-type: none"> <li>• Strong, honest, accountable partnerships.</li> <li>• Positive organisational cultures that support Early Help (embedded principles and practice).</li> <li>• Early Help is recognised as a positive brand which makes a real difference to people's lives.</li> <li>• All children are healthy, happy, meet educational milestones and are safe and participate.</li> <li>• Families seeking help are supported by the organisation they present to.</li> </ul>	<p>Phil Pusey</p>	<p>Phil Pusey</p>	<p>Mid-Year Review: February 2017</p> <p>End of Year Review: September 2017</p> <p>Mid-Year Review: February 2018</p> <p>End of Year Review: September 2018</p> <p>Mid-Year Review: February 2019</p> <p>End of Year Review: September 2019</p>

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
<b>EH 2.</b> Early Help	Around early help delivery, Improve Workforce planning to: Provide access to training and development; Improve use of common tools and processes; Share information appropriately.	<ul style="list-style-type: none"> <li>• Branded training – single training programme for all partners and public – train the trainers approach</li> <li>• Appropriately skilled and capable people (workforce - staff and volunteers)</li> <li>• Information is shared proactively and responsibly to aid early help</li> <li>• Data sharing protocols agreed to proactively approach families who have risk factors.</li> <li>• Consistent leadership across all agencies in relation to early help.</li> </ul>	Phil Pusey	Jennie Hammond	Mid-Year Review: February 2017  End of Year Review: September 2017  Mid-Year Review: February 2018  End of Year Review: September 2018  Mid-Year Review: February 2019  End of Year Review: September 2019
<b>EH 3.</b> Early Help	Around the impact of implementing early help. Measure impact and be clear about what good looks like across different ages and stages.	<ul style="list-style-type: none"> <li>• Resilient individuals and families.</li> <li>• Lower demand in higher tier services.</li> </ul>	Phil Pusey	Wayne Mortiboys	Mid-Year Review: February 2017  End of Year Review: September 2017  Mid-Year Review: February 2018  End of Year Review:

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
					September 2018  Mid-Year Review: February 2019  End of Year Review: September 2019
<b>EH 4.</b> Early Help	Early help already in the community:  Value and recognise the wealth of assets in local communities	<ul style="list-style-type: none"> <li>• Resourceful communities who are self-supportive and can resolve low level issues.</li> <li>• People know their communities and understand the partnership landscape (who contributes what and where?).</li> <li>• Sustainable community organisations and initiatives which are valued for their contribution.</li> <li>• Strong universal services.</li> <li>• An increased number of people being supported to volunteer both formally and informally.</li> <li>• Increased resources/social capital brought into Staffordshire through successful funding/joint funding</li> </ul>	Phil Pusey	Claire John	Mid-Year Review: February 2017  End of Year Review: September 2017  Mid-Year Review: February 2018  End of Year Review: September 2018  Mid-Year Review: February 2019  End of Year Review: September 2019

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
<b>EH 5.</b> Early Help	With regards to early help work, Integrate and strengthen the commissioning and delivery of early help across the system	bids. <ul style="list-style-type: none"> <li>• Breaking negative cycles in families and / or communities.</li> <li>• Effective joint commissioning.</li> <li>• An increased number of sustainable VCSE organisations are created and operating.</li> </ul>	Phil Pusey	Denise Tolson	Mid-Year Review: February 2017  End of Year Review: September 2017  Mid-Year Review: February 2018  End of Year Review: September 2018  Mid-Year Review: February 2019  End of Year Review: September 2019
<b>EH 6.</b> Early Help:	With regards to embedding early help. Making the most of and understanding that Early Help in the earliest years is particularly important.	<ul style="list-style-type: none"> <li>• Good start in life.</li> </ul>	Phil Pusey	Natasha Moody	Mid-Year Review: February 2017  End of Year Review: September 2017  Mid-Year Review: February 2018  End of Year Review:

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
					September 2018  Mid-Year Review: February 2019  End of Year Review: September 2019
<b>BRFC 1.</b> Building Resilient Families and Communities	Ensuring that we enhance development of ICT solution to enable the identification of appropriate families for BRFC programme.	<ul style="list-style-type: none"> <li>To identify and provide an intervention based on the Troubled Families principles to 4680 families.</li> </ul>	Barbara Hine	Stephen Morgan	End of Year Review – March 2020
<b>BRFC 2.</b> Building Resilient Families and Communities	Within the BRFC programme, embed intelligence led, evidence based practice within Case Management	<ul style="list-style-type: none"> <li>To achieve significant sustained progress with 4680 families evidenced by the BRFC Outcome Plan.</li> </ul>	Barbara Hine	TBC	End of Year Review – March 2020
<b>BRFC 3</b> Building Resilient Families and Communities	Within the BRFC programme, redesign of the Accreditation Scheme in line with the increased target set by DCLG.( Early help workforce/ training soon to be embedded within this work)	<ul style="list-style-type: none"> <li>Continue to work with the voluntary and community sector to develop capacity to provide key work intervention for 500 families per year. Development of Quality Standards.</li> </ul>	Barbara Hine	Narinder Reehal / Phil Pusey	End of Year Review – March 2017
<b>BRFC 4.</b> Building Resilient Families and Communities	To deliver BRFC training opportunities across partners to enhance core principles and behaviours of family working are shared and understood	<ul style="list-style-type: none"> <li>To enhance the workforce development plan to develop capabilities within the workforce. Frontline staff have a clear understanding of the impact of their</li> </ul>	Barbara Hine	Pam Dhanda / Kate Sharratt	End of Year Review – March 2017

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
	across agencies.	work			
<b>BRFC 5.</b> Building Resilient Families and Communities	evidencing the utilisation of BRFC programme reduces demand for reactive services	<ul style="list-style-type: none"> <li>Work with partners using the Transformation Maturity Model to embed BRFC into core business</li> </ul>	Barbara Hine	Barbara Hine	End of Year Review – March 2020
<b>HH 1.</b> Hidden Harm	To design the strategic vision for Hidden Harm in Staffordshire	<ul style="list-style-type: none"> <li></li> </ul>	Vonni Gordon	Vonni Gordon	January 2017
<b>HH 2.</b> Hidden Harm	To develop an implementation plan to take the Hidden Harm agenda forward	<ul style="list-style-type: none"> <li></li> </ul>	Vonni Gordon	Vonni Gordon	February 2017
<b>ICG 1.</b> Integrated Commissioning group	The Operational Development GOSPA Approach to integrated commissioning. completed	<ul style="list-style-type: none"> <li></li> </ul>	Denise Tolson	Caroline Quaife	January 2017
<b>ICG 2.</b> Integrated Commissioning Group	Integrated commissioning mechanisms and toolkit completed	<ul style="list-style-type: none"> <li></li> </ul>	Denise Tolson	Kath Frain	February 2017
<b>ICG 3.</b> Integrated Commissioning Group	Integrated commissioning mechanisms and toolkit rollout	<ul style="list-style-type: none"> <li></li> </ul>	Denise Tolson	Denise Tolson	Summer 2017
<b>ICG 4.</b> Integrated Commissioning Group	Develop Integrated Commissioning intentions	<ul style="list-style-type: none"> <li></li> </ul>	Denise Tolson	Denise Tolson	TBC
<b>CYP&amp;F Voices 1.</b>	Development of strategy and delivery plan for the delivery of	<ul style="list-style-type: none"> <li></li> </ul>	Phil Pusey		December 2016



NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
	consultation on CYP&F				
<b>CYP&amp;F Voices 2.</b>	Roll out children, young people and families consultation	•	Phil Pusey		Workshop in December Work plan in Jan Complete March 2017
<b>CYP&amp;F Voices 3.</b>	Establish a multi-agency sub-group to take forward the children, young people and families voices	•	Phil Pusey		June 2017
<b>CYP&amp;F Voices 4.</b>	Undertake an annual review	•	Phil Pusey		September 2017
<b>JSNA 1. Joint Strategic Needs Assessment</b>	Develop a Joint strategic Needs Assessment for Children's Services	<ul style="list-style-type: none"> <li>• Develop a robust needs assessment that includes data, analysis and the voices of children, young people and families and will inform commissioning and provider decision-making.</li> <li>• Information will be used by partners in the Families Strategic Partnership Board and Families Partnership Executive Group.</li> </ul>	Kate Waterhouse	Rachel Caswell	
<b>CC-1 Community Capacity</b>	Place based approach: A place-based approach will build on local intelligence and enable resources to be tailored based on nuances of the local areas. We want to move away from a 'referral culture' and encourage professionals to work together to intervene earlier and	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Intelligence sharing.</li> <li>• Integrated commissioning.</li> <li>• Building on the success of Building Resilient Families and Communities (BRFC) that has demonstrated</li> </ul>	Mick Harrison		

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
	<p>prevent (where applicable) cases escalating to higher tier services.</p> <p>This offer involves working with two Districts (conversations to be held with Districts) in order to begin place-based activity as part of Children and Families</p>	<p>excellent partnership working and a framework for how we could work with families in the future.</p> <ul style="list-style-type: none"> <li>Accelerate implement of Early Help and look for appropriate alternative provision of support for families (for example, the voluntary and community sector).</li> </ul>			
<b>CC-2 Community Capacity</b>	<p>Define, identify and Increase the availability of Community capacity in Staffordshire. Evidence its capacity.</p>	<ul style="list-style-type: none"> <li>Develop community capacity and resilience in the community.</li> </ul>	Janene Cox	Ian Wykes	
<b>Office of the Police and Crime Commissioner (OPCC)  Work plan</b>	<p>Currently collating the police and crime plan. This will include a 4 year forward plan – with milestones and outcomes. Work streams include (but not exclusive to) Public confidence – community engagement and comms. Early intervention Offending Victims and witnesses</p>	<ul style="list-style-type: none"> <li>TBC</li> </ul>	Jennie Hammond		January 2017
<b>Fire and Rescue Service</b>	<p>Accident reduction Fire safety Targeting Smoking Alcohol in</p>	<ul style="list-style-type: none"> <li>Reduction in accidents a percentage reduction.</li> <li>Reduction in number of fires</li> </ul>	Glynn Luznyj		TBC once 2017 plan is released.

NO	Actions	Outcomes:	Accountable Lead:	Delivery Lead:	Key Milestones
	adolescents  Education programmes working with school and groups of children's Interventions services and cadets, Prince's Trust and groups.  New plan for 2017-20	<ul style="list-style-type: none"> <li>Further outcomes to be confirmed</li> </ul>			

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## Section II – Translating Strategy to Outcomes

Outcomes and Indicators				
No.	Strategic Outcome	Description of outcome	Contributing outcomes	Overarching Indicators (draft)
1.1	<b>Happy and Healthy</b>	All Children and young people are resilient, happy and healthy making choices that support wellbeing.	Children, young people and their families are in good physical, mental and emotional health	Life Expectancy at birth (leading causes of death) (CCG + HWBB)
				Excess weight in 10-11 year olds (Year 6) (CCG + HWBB)
				Smoking prevalence in 15 year olds (CCG + HWBB)
				Number and Rate of hospital admissions due to self harm (CCG)
				Number and rate of Tooth decay in children aged 5
				Number of Children with mental health problems (CCG)
				Low birth weight of term babies (CCG)
				A child who has been identified as needing early help – Children identified as having social, emotional & mental health problems (BRFC)
			To make positive life choices and have a sense of control over ones life	Number and Rate of under 18 conceptions
				Number and rate of Alcohol-specific hospital stays (under 18) (CCG)
	Suicide rates in young people			

1.2

**Feel safe and belong**

All children and young people feel safe in their community and at home, are safeguarded from harm and have a sense of belonging, form friendships and are part of a stable family unit

Families look after their children well

A child who has been assessed as needing early help – Repeat referrals to Children’s Social Care (BRFC)

Number/rate of children in need, On CPP, on LAC, Children in care

Hospital admissions caused by unintentional and deliberate injuries in children (aged under five)

Communities are safe places to live. Free from environmental and personal harm. E.g. homes, roads. Whereby children and young people are good to others in the community.

Living in an area of high crime and/or anti-social behaviour (OPCC)

Young people (aged 0-17 years) making repeat calls to Police by aggrieved or perpetrator (BRFC and OPCC)

Feeling safe in your community - feel the difference survey (SCC and OPCC)

Killed and seriously injured on the roads (Fire service)

Hospital admissions caused by unintentional and deliberate injuries in children (aged 0-14 years)

Victims of Crime (OPCC)

A child (aged 0-18 years) who has received an anti-social behaviour intervention (or equivalent) in the last 12 months(BRFC and OPCC)

First Time entrants to the Youth Justice System aged 10 -17 (BRFC and OPCC)

				Number of adults who has received an anti-social behaviour intervention (or equivalent) in the last 12 months (BRFC AND OPCC)
				Number of children (aged 10-18 years) who has been convicted of a proven offence in the previous 12 months (BRFC AND OPCC)
			Resilient individuals and community, strong family units, good self esteem and worth	Number of YP who Sign up to the police mentoring programme (OPCC)
				Number and rate of CYP who experience Bullying
			Accessible, empowered community groups, support networks with respect for the individual, family and community	(No indicators as of yet)
1.3	<b>Achieve and contribute</b>	All Children and young people achieve their potential including a good education and employment and are supported to make a positive contribution to communities.	Families understand & can receive help to support developmental milestones of children	School Readiness
				Pupil Absence/ attendance
			Children and young people achieve their educational milestones and potential	GCSEs achieved 5 A*-C
				Key stage achievement
				Ofsted standards of schools and settings including prepared for SEN
	Children and Yong people have access to further education and Jobs	16-18 year olds not in education or training		

### Section III – Work streams against outcomes

Contract/SLA/Agreement (may have ceased)	Happy and Healthy		Safe and Belong				Achieves and Contributes		
	CYPF are in good physical, mental and emotional health	CYP make positive life choices and have a sense of control over ones life	Families look after their children well	Communities are safe places to live.	Resilient CYPF, strong family units, good self esteem and worth	Accessible, empowered community groups, support networks.	Families can receive support develop mental milestones of children	CYP achieve their educational milestones and potential	CYP have access to further education and Jobs
Integrated Commissioning Sub-Group (Lead - Denise Tolson)	X	X	X	X	X	X	X	X	
Early Help Steering Group (Lead - Phil Pusey / Jennie Hammond)	X		X		X	X			
Hidden Harm (Lead - Denise Tolson)			X	X	X		X		
Building Resilient Families and Communities Project Team (Lead Barbara Hine)	X		X	X	X	X		X	
Community Based Approach - existing meeting (Lead Phil Pusey)	X		X	X	X	X		X	
Not Started - Children, Young People and Families Engagement Forum (Lead Phil Pusey)	X			X	X	X			
OPCC: Public confidence –			X	X	X	X			

community engagement and communications..									
OPCC: Offending				X	X				
OPCC: Early intervention			X	X	X	X			
OPCC: Victims and witnesses				X	X	X			
OPCC: Transformation Work- The bigger redesign around business planning which has an impact on the delivery of CYPF.									
Fire Service: Accident reduction				X	X	X			
Fire Service: Fire safety				X	X	X			
Fire Service: Targeting Smoking/Alcohol in adolescents	X	X							
Fire Service: Education programmes working with school and groups of children's	X	X		X	X	X			



## Section IV – Services/agreements against outcomes (not enough detail to allocate to specific outcomes)

Contract/SLA/Agreement (may have been decommissioned/ceased)	Happy and Healthy		Safe and Belong				Achieves and Contributes		
	CYPF are in good physical, mental and emotional health	CYP make positive life choices and have a sense of control over ones life	Families look after their children well	Communities are safe places to live.	Resilient CYPF, strong family units, good self esteem and worth	Accessible, empowered community groups, support networks	Families can receive support developmental milestones of children	CYP achieve their educational milestones and potential	CYP have access to further education and Jobs
Emotional Wellbeing Service		x							
ICES (Integrated Community Equipment Services)		x							
Short Breaks Service		x							
FNP RIPPLEZ		x							
5-19 Child Health and Wellbeing Programme (School Nurses)		x							
0-5 Children's Services (Public Health) (Health Visiting)		x							
FNP SSOTP		x							
Children's Advocacy Service		x							
Mediation Service for Children and Young People		x							
Independent Mental Capacity Advocate Service		x							

Children & Young People's Commissioning Service Specification for Child Sexual Exploitation and Missing Children and Young People Pilot	x		
Oral Health Contract	x		
Young People's Specialist Structured treatment service	x		
The Provision of a Mental Health and Therapeutic Support Service for Lot 1: Young People engaged with Staffordshire Youth Offending Service. Lot 2: The Intensive Fostering Programme	x		
Tier 2 Emotional Wellbeing Services Framework (CAMHS Training)	x		
Through care Services in North of Staffordshire	x		
Tier 2 Emotional Wellbeing Services - Annual Call Off from Framework Agreement	x		
The Provision of a Mental Health and Therapeutic Support Service	x		
Early Years Coordination Service	x		
Tier 2 Emotional Wellbeing Services - Annual Call Off from Framework Agreement	x		
Early Years Coordination Service	x		
Children's Advocacy Service	x		
Mediation Service for Children and Young People	x		
Tier 2 Emotional Wellbeing Services - Framework Agreement	x		

Online Counselling	x		
Lot 2 - Family Support	x		
Lot 3 - Learning & Development	x		
Early Years Coordination Service	x		
Independent Person for Secure Accommodation Reviews	x		
Direct Payment Support Service	x		
Carers Hub	x		
Children's Placements for Independent Futures	x		
Adult and Young Carers Support Services in North Staffs	x		
Adult and Young Carers Support Services in South Staffs	x		
Integrated Sexual Health Service for Stoke-on-Trent and North Staffordshire	x		
Entrust Early Years	x		
STAFFORDSHIRE YOUNG PEOPLE'S SERVICE	x		
FIP Key worker Contract		x	
Targeted Parenting Programmes		x	
Young Perpetrators Programme		x	
Supporting People Grant Agreement - Floating Support for Offenders and those at risk of offending		x	
Supporting People Grant Agreement - Domestic Abuse support services		x	
Independent Sexual Violence Advisor Service (ISVAs)		x	
Domestic Abuse Perpetrator Programme		x	
Ex-offender Housing Related		x	

Support			
Support to Resilient Fostering Programme		x	
Fostering Network Advice and mediation		x	
Adoption Assessments		x	
Assessment units		x	
Fostering Network Membership		x	
West Midlands Sub-Regional Supported Accommodation Framework (nov 2012 to Nov 2016)		x	
West Midlands Regional Residential Framework (Nov 2014 to Nov 2017)		x	
West Midlands Foster Care Framework Contract		x	
DIPs		x	
FIP		x	
BRFC AS0001		x	
Stafford FIP Capacity		x	
South Staffordshire FIP Capacity		x	
District Children's and Young People's Board			x
Income maximisation/ reduce debt			x
Loxley Hall Transition Post 16			x
Key Learning Centres			x
PDSS			x
Corner Post Education Centre			x
Special Education Needs Advisory Service (part of the Entrust Service Delivery Agreement)			x
Education Inclusion Partnerships (part of the Entrust Service Delivery Agreement)			x

Elective Home Education Service (part of the Entrust Service Delivery Agreement)			X
The Haven School			X
Special School Enteral Feeding			X
Special Education Needs Support Service (part of the Entrust Service Delivery Agreement)			X
Behaviour, Health & Wellbeing (part of the Entrust Service Delivery Agreement)			X
Minority Ethnic Achievement Service (part of the Entrust Service Delivery Agreement)			X
Primary Behaviour Support			X
Community Support Service (Aiming High programme)			X
Parent Participation Service			X
Libraries Letterbox Delivery SLA			X
Wider Family Learning			X
Family English Maths and Language (FEML)			X
Staffordshire Health Educator Project			X
Careers Information, Advice & Guidance (part of the Entrust Service Delivery Agreement)			X
Leaving Care Support Service incorporating the statutory Independent Visitor Service			X
Governor Services (part of the Entrust Service Delivery Agreement)			X
Curriculum Development & Support (part of the Entrust Service Delivery Agreement)			X

School Intervention & Support (part of the Entrust Service Delivery Agreement)			x
Debt Benefit and consumer information and Advice Services			x
OPCC Diversionary activities Space Princes trust LAC project	X	x	x
Fire Service Safety town Crucial crew Princes Trust Space	x	x	x
<b>TOTAL</b>	<b>38</b>	<b>21</b>	<b>27</b>

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