



# **Service Transformation Maturity Model – Action Plan**

## **Think Family Challenge Group (TFCG)**

The Children and Families Partnership Board Business Plan 2017-2019 highlight's the city's objectives clustered around four priority areas (Emotional Health and Wellbeing, Safe and Inclusive Communities, Housing and Partnership Development). Five Challenge groups including the Think Family Challenge Group report to the Children and Families Partnership Board and have responsibility for monitoring progress towards the associated actions [Children and Families Partnership Board Workplan 2017-2019](#)). Actions have been formulated for the Think Family Challenge Group in with reference to our self-assessment using the Children and Families maturity model. (June 2017). Updated Nov. 2017.

STMM strands	Areas for improvement	Actions	Lead
<b>Strand 1: Family Experience</b>			
The family experience of transformed services.	<ol style="list-style-type: none"> <li>1. We need to engage with harder to reach/ currently not engaged families that have risk indicators.</li> <li>2. We need to have systematic and regular quality audits.</li> <li>3. It is unclear to families how to access services.</li> <li>4. Families need to be better informed to meet shared expectations.</li> <li>5. Families' participation in designing services.</li> <li>6. Cases that are stepped up from Early Help to statutory services can mean the family have less support.</li> </ol>	<ol style="list-style-type: none"> <li>1. Using Think Family Database (TFD) to further develop predictive analytics capabilities to improve how we predict and prevent problems from arising. Disseminate the information about risk and vulnerability to key partners and promote proactive working <b>(Partnership Development, action 16.1)</b></li> <li>2. Ensure that a strengthened audit and quality assurance framework is in place for all services working with whole families.</li> <li>3. Improve communications between service providers and service users.</li> <li>4. Develop a partnership wide workforce development plan to improve whole family partnership 'working with' and strengths based approach.</li> <li>5. Ensure the implementation of the CYP IAPT participation and Social Care Service User Participation group action plan and the contribution of the Participation Challenge Group are influential in future service design. <b>(Partnership Development, action 17.1)</b></li> <li>6. <b>Review the working practices between Early Help and statutory services.</b></li> </ol>	<p>Gary Davies</p> <p>Sally Jaeckle/ Gary Davies/ Fiona Tudge/ Gillian Douglas Gary Davies</p> <p>Emily Ingle</p> <p>Saf Cooper/ Fiona Tudge / Pete de Boer</p> <p>Lucy Watkins/ Angela Clarke</p>
<b>Strand 2: Leadership</b>			
Leadership Partnership working and governance	<ol style="list-style-type: none"> <li>1. The Think Family Challenge group needs to ensure that it leads on partnership integration and service transformation and that all partners are fully engaged.</li> </ol>	<ol style="list-style-type: none"> <li>1. Review membership, refresh agenda and terms of reference and develop a performance framework to improve accountability. <b>(Partnership Development, action 12.1)</b></li> </ol>	<p>Gary Davies</p>

<p>“Who” is leading transformation?</p>	<ol style="list-style-type: none"> <li>2. Increase the ownership and participation of shared family outcomes with reference to the Family Outcome Plan (FOP).</li> <li>3. Better mechanisms for joint children’s commissioning across the partnership.</li> <li>4. We need to transform Children’s Services if we are going to improve outcomes for families.</li> </ol>	<ol style="list-style-type: none"> <li>2. Consult key stakeholders to refresh family outcomes to ensure still relevant and aligned to strategic objectives. Promote FOP with a wide set of partners and increase engagement.</li> <li>3. Liaison with children’s commissioning team to forward plan and identify future opportunities for joint commissioning.</li> <li>4. Support the implementation of the Children’s Services transformation plan (Strengthening Families). Develop locality teams and better integration of public services including developing a new relationship with schools.</li> </ol>	<p>Emily Ingle</p> <p>Bridget Atkins</p> <p>Gary Davies</p>
<p><b>Strand 3: Strategy</b></p>			
<p>Alignment with local area’s broader strategic priorities Commitment to WHAT will happen: IMPORTANT</p>	<ol style="list-style-type: none"> <li>1. We need to ensure all partner agencies’ strategies relating to Early Intervention and targeted support are aligned.</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify and focus on a small number of key strategic priorities across the Children and Families partnership and relentlessly pursue 1. School attendance 2. Male violence 3. TBC</li> <li>2. All partners are cognisant of the 3-tier health and social care model (help to help yourself, help when you need it and help to live your life)</li> </ol>	<p>Gary Davies</p> <p>Gary Davies</p>
<p><b>Strand 4: workforce development</b></p>			
<p>Workforce development Skills, capabilities and performance incentives</p> <p>Now including a keyworker experience element</p>	<ol style="list-style-type: none"> <li>1. There is not a clear understanding as to what Whole Family Working means and different interpretations.</li> <li>2. Thresholds for services are sometimes unclear.</li> <li>3. There is inconsistency in ensuring that recruitment, induction, Continuous and Professional</li> </ol>	<ol style="list-style-type: none"> <li>1. Clear operational guidance setting out what Whole Family working means in different circumstances and the functions of <a href="#">whole family working practitioners</a> will be widely shared with partners. (Partnership Development action 12.3)</li> <li>2. Threshold Guidance will be refreshed and published with family assessment tools in light of service transformation.</li> <li>3. Where whole family workers and supervisors are employed, we should ensure that high standards relating to key competencies are met and maintained. A member of staff needs to be engaging with</li> </ol>	<p>Emily Ingle</p> <p>Angela Clarke</p> <p>Gary Davies / Sally Jaeckle / Gillian Douglas / Angela</p>

	<p>Development (CPD) and appraisals are aligned to key strategic objectives and outcomes.</p> <p>4. We need a culturally aligned, coordinated multi-agency approach to workforce development to deliver shared training.</p>	<p>CPD through regular reflective supervision, appraisal and performance monitoring. <b>(Partnership Development action 12.2)</b></p> <p>4.</p> <p>a. Each agency to review mandatory and discretionary training pathways and continue to promote Signs of Safety and shared training opportunities. <b>BSCB</b> training opportunities are widely circulated. <b>(Partnership Development action 12.3)</b></p> <p>b. Early Help Staff to engage in restorative approaches training so that they are better informed and able to offer restorative interventions as a solution to conflict. <b>(Safe &amp; Inclusive Communities, action 7.1)</b></p>	<p>Clarke</p> <p>Gary Davies/ Sally Jaeckle/ Gillian Douglas/ Angela Clarke/ Fiona Tudge Emily Ingle</p>
<b>Strand 5: Delivery Structures and processes</b>			
<p>Integration of teams across disciplines and organisations</p> <p>Tools and approaches to identify and work with complex families</p>	<p>1. Scope for much closer integration across the partnership; renegotiated relationship with schools, closer working with police on Early Intervention and better information sharing with health.</p>	<p>1.</p> <p>a. Support the implementation of the Strengthening Families transformation programme. <b>(Safe &amp; Inclusive Communities, action 5.2)</b></p> <p>b. Adopt consistent family support approach across Early Help and Children’s Centres. <b>(Emotional Health &amp; Wellbeing, action 1.2)</b></p> <p>c. Improve the integration and pathways to education, skills and learning and workzones for families worked with in Early Help and Social Care. <b>(Safe &amp; Inclusive Communities, action 6.1)</b></p> <p>d. Improved strategic commissioning to include cross agency joint procurement for Children and Families’ Services embedding a Think Family approach. <b>(Safe &amp; Inclusive Communities, action 6.2)</b></p> <p>e. Improve identification, support and training relating to services for children affected by parental imprisonment, working with the CPS, PACT, Probation, Safeguarding in Education and the</p>	<p>Gary Davies and TFCG</p> <p>Sally Jaeckle/ Gary Davies</p> <p>Jane Taylor/ Gary Davies</p> <p>Bridget Atkins</p> <p>Sally Jaeckle</p>

	<p>Insight Team. (Safe &amp; Inclusive Communities, action 6.3)</p> <p>f. Support the delivery of the Substance Misuse Commissioning Strategy, further developing the necessary links with Family Support and Social Care. (Safe &amp; Inclusive Communities, action 6.4)</p>	<p>2. The EHM case management system should be made available to wider partners</p> <p>3. To improve information sharing and risk analysis, we should roll-out TFD to key partners (safeguarding leads)</p> <p>4. We need to support universal services to hold children and families with more complex needs</p>	<p>3. Increase the number of agencies using the Early Help Module (EHM) as a case management system by promoting its benefits for outcomes monitoring and consolidated record keeping.</p> <p>4. Complete Information sharing agreements for additional data sets for Think Family Database and develop external access facility to partner agencies to be able to use EHM and Think Family Database (TFD)</p> <p>5. Renegotiate working arrangements with schools and universal providers to enable them to hold more children (families) but strengthen the support available to them in line with the Strengthening Families programme board. Develop a Team Around a School approach.</p>	<p>Geraldine Smyth</p> <p>Gary Davies</p> <p>Gary Davies</p> <p>Gary Davies</p>
<b>Strand 6: Culture</b>				
<p>Shared values and openness to challenge and change</p>	<p>1. We would benefit from being able to share even more information with our key partners. Integration of IT services is a significant barrier.</p> <p>2. We would benefit from promoting our vision for Children and Families.</p> <p>3. The Local Authority's sub departments work in silos and would be better seen as an</p>	<p>1. External access to EHM and TFD (ref with action earlier). Work with lead officer for the South West police innovation project to establish improved information sharing and better integration of data.</p> <p>2. More clearly define our Vision, Values and Culture. Promote and share across the partnership.</p> <p>3. Embrace the Strengthening Families transformation programme to take advantage of integrating our Children and Families Services. (Safe &amp; Inclusive Communities, action 5.2)</p>	<p>Gary Davies</p> <p>Gary Davies and TFCG</p> <p>Gary Davies</p>	

	integrated service. 4. Continue to establish a learning and improving culture building on evidence informed approaches.	4. Promote through recruitment, supervision and CPD. Research evidenced based interventions and approaches.	Emily Ingle
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### Digital Assessment Priority Action Plan

Priority Actions for 2018-19	Lead	By when
1. To develop predictive risk models across Early Help and with locality partners to enable targeted prevention activity, to be embedded by 2019. <b>STMM AP 1.1</b>	Gary Davies	August 2018
2. Broaden the use of Troubled Families data to support wider analytical functions by 2019. Such as: Strategic analytical products, Commissioning & contract monitoring	Tom Fowler	May 2018
3. Operationalise the application of Troubled Family Data across Early Help and locality partners allowing for informed decision making and outcome focused working.	Charlotte Ledger	May 2018
4. Inform service delivery through evaluation of interventions and consistent adoption cost benefit analysis on an annual basis.	Emily Ingle	February 2019
5. Facilitate a culture of self-service reporting enabled by new technology creating data literate managers within a year.	Tim Fletcher	December 2018
6. Enrich our analytical products with new data sets and technologies to maintain operational relevance.	Tom Fowler	September 2018