



Hertfordshire's Families First Self-Assessment of Early Help Service Transformation

Referencing Department for Communities & Local Government (DCLG) maturity matrix evidence

INTRODUCTION

The Department for Communities and Local Government (DCLG) led Troubled Families Programme is more than just a Payment by Results Programme, it is a catalyst for early help service transformation, which is why DCLG has tasked the 150 upper tiered local authorities to assess where they are on the early help service transformation journey, using the DCLG Early Help Service Maturity Model¹. "The model and toolkit supports local areas to assess how they are performing in transforming their services, working across all partners and helps areas consider what more can be achieved". Local areas will then assess one another's self-assessments, supported by the DCLG's newly established *Peer Challenge Network*, aimed to also give opportunities to share expertise and learning.

Hertfordshire was tasked by DCLG in May 2017 to complete the initial self-assessment exercise by September 2017. The model has been designed to be completed in conjunction with partners, "bringing together evidence sources and talking to frontline staff and families as well as with senior strategic partners, service providers and elected members". The model is based on six strands: the family experience of transformed services, leadership, strategy, culture, workforce development, delivery structures and processes.

In Hertfordshire the Troubled Families Programme is overseen by Hertfordshire County Council's (HCC) Early Help team. Hertfordshire's brand for early help services is Families First. [Appendix 1](#) outlines what this brand is aiming to achieve in practice. From May to September 2017 the Early Help Senior Leader Team (EH SLT) engaged with a range of stakeholders (strategic, operational and service users), in a variety of ways, to illicit their views on either all of the strands of the maturity model or the strands which they perceived to be most relevant to them, depending on the time available for the method of engagement. Given the short time frame to complete the self-assessment, and to complete it during summer months, the EH Senior Leadership Team purposefully maximised opportunities to engage stakeholders at pre-existing meetings and forums.

In practice engagement was achieved using a variety of platforms: face to face meetings, workshops style presentations and online and paper surveys. Participants of face to face workshop sessions, where the model was discussed, appeared to struggle initially to assess early help service transformation at a countywide level, when each partner and locality differs, sometimes greatly, from other partners or other parts of the county. [Appendix 2](#) outlines the range or partners who contributed to this self-assessment.

Consideration needs to be given to the fact that partners who have contributed to this self-assessment, are already somehow engaged in the agenda; there are a number of partners who are not members of groups engaged with, or who did not attend Families First conferences, who still need to be engaged with for the first time.

HCCs Early Help team thanks all partners for their participation, critical thinking and valuable contributions which have resulted in this self-assessment.

¹ <https://www.gov.uk/government/publications/troubled-families-early-help-service-transformation-maturity-model>

FEEDBACK FROM PARTNER ENGAGEMENT: THE SELF-ASSESSMENT

Maturity Matrix Strand	Indicators	Evidence in Hertfordshire	Rating
<p>Family Experiences of Transformed Services</p>	<p>Services are integrated around families; one keyworker</p> <p>Whole family approach</p> <p>One support plan</p>	<p>Families First delivery model in place and promoted to strategic and operational practitioners and includes:</p> <ul style="list-style-type: none"> - clear vision, brand, principles of early help in Hertfordshire - consistent and integrated whole family processes (Continuum of Needs, Request form, Triage, Keyworker role, Action and Impact meetings) - consistent and integrated practice tools (Families First Assessment, Support Plans, Outcome Star, Advice Line) - workforce development opportunities, including coaching with Families First Co-ordinators, which facilitates access to systems and processes, and practice support to partners and key workers, promotes the whole family approach and is very well received by practitioners. <p>84% of children’s centre survey respondents said they agree or strongly agree the Children’s Centre has supported them to feel more confident as a parent/ carer.</p> <p>96% of respondents said they agree or strongly agree that the Children’s Centre staff were able to answer questions with knowledge and expertise.</p> <p>Action and Impact online survey indicated:</p> <ul style="list-style-type: none"> - 74% of services represented by the survey have roles which take on a Families First Keyworker approach to support whole family working - 84% of services represented by the survey are initiating and / or completing Families First Assessments - 94% of respondents said they felt that their service was committed is to achieving integrated services, which are tested by families' experiences 	<p>Maturing</p>

The table below is a summary of returned service user evaluation forms for the Intensive Family Support Service for 2016/2017.

	Parent	Young Person(s)
The Intensive Families First Support Team (IFFST) helped me understand what was working well for me and my family	100%	95%
The support offered worked well for me and my family	100%	91%
Things have improved and are going well for me and my family	93%	86%
I am more confident in my ability to change things that will make things better for me and my family	98%	91%
The services involved were the right ones to improve things for me and my family	98%	91%
I know where to go to get the right help and support if I should need it in the future	95%	95%

Childrens' Centres, School Family Workers and Intensive Family Support Teams all use *Family Star Plus*, from the Outcome Star impact measurement model. In 2016/2017 the average change across all 10 categories was 1.1 and for families where baselines were below 7.0 this average rose to 1.7. Specific positive outcomes are as follows:

- *Your well-being* has the lowest average starting score of all domains, as well as the lowest final score; however, it also has the greatest amount of change over time
- *Keeping your children safe* has the highest scores overall, both initial and final

Concept of "self-help" promoted via Families First Portal (online information hub for parents and carers) and echoed by partners, when families make contact with their services, supported by the Families First branding conveying the Hertfordshire mantra: "We are all Families First".

A project group is established to increase the robustness of step up/ step down pathways between early help statutory children's services. This will reduce the need for families to repeatedly "tell their story" and enable them to access appropriate levels of support more seamlessly and quickly.

Leadership	<p>Focus on services that best meet local need</p> <p>Visible commitment to outcome-focussed, whole family, collaborative commissioning process and budgets</p> <p>Understanding of demand management, including anticipating future demand</p> <p>Links to wider local and national transformational</p>	<p>Local service design and integration is integral to the Families First delivery model, with the establishment of nine local (mainly district level) Families First Hubs, each supported by operational Triage and Action and Impact panels and strategic Implementation Groups. Each Implementation has its own Action Plan to implement and measure the impact of the new early help delivery model in its Hub. These groups are supported by Partnership Agreements, service strategic commitment documentation and quarterly monitoring reports. Implementation Groups are accountable to the Families First multi-agency Programme Board, along with Hertfordshire County Council Boards and each of the ten district councils' Local Strategic Partnerships.</p> <p>There is a clear publicised vision and delivery model, which are documented in the Families First strategy, adopted in Summer 2016 and further promoted at summer 2017 Families First Conferences. There is visible Children's Services Senior Management, Executive Members and Hertfordshire's Safeguarding Children's Board commitment to Families First. An independently delivered Families First "Taking Stock" partnership qualitative research project was conducted in Spring 2017, which found excellent partnership commitment and shared vision for the delivery model, as well as an established platforms from which further joined up working could be achieved. Examples include the strategic commitment from Police and Health Visiting Teams to commit to attend the Families First Hub weekly Triage Panels and Action and Impact meetings. Joint working and pooled budgets with Hertfordshire's CAMHS Transformation Programme and Health Education England. Redesign of transforming services (AFDASH) and numerous other collaborative initiatives, including Family Group Conferencing Service.</p> <p>Families First Hub annual baseline data reports designed, which EH SLT commit to populating and sharing with Implementation Groups; first reports were very well received by all partners and provoked creative and challenging discussions from which stemmed the local Action Plans. The Families First delivery model is purposefully designed to reduce demand on children's social care services and further improve the implementation of robust step up and step down pathways. Strategic leaders, including those from EH SLT are pre-empting future demands relating to the Welfare Reform and are planning services and pathways accordingly.</p> <p>Hertfordshire is one of the Early Intervention Foundation local areas. Families First is specifically linked to the Department for Work and Pensions Improving Lives strategy with</p>	<p>Developing</p>
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	programmes	the delivery of the Better Relationships Better Parenting programme, relating to strategies to reduce the impact of parental conflict . Alignment with a number of local transformation, recommissioning or redesigning programmes: Hertfordshire Compact, Local Offer, CAMHS, Children’s Centres and Health Visiting recommissioning as well as with ACS <i>Community First</i> agenda, Women’s Refuges and Young Carers.	
Strategy	<p>Commitment by partners to deliver integrated family focussed outcome based services</p> <p>Commission evidence based services, co-designed with service users and partners</p>	<p>Families First Strategy in place and endorsed by Families First Partnership Board, supported by Hertfordshire’s Safeguarding Children’s Board Continuum of Needs document, both of which have been in place since Summer 2016 and the latter relaunched with partners early September 2017. In terms of strategic commitment there is extensive commitment from HCC’s Children’s Services Core Board, HCC’s Senior Management Board, Public Health Board, CAMHS Transformation Board and HCC Cabinet who granted an Invest to Save bid in Autumn 2016, to propel forward the Families First agenda in Hertfordshire with partners. 98% of children’s centre survey respondents said they would recommend their Children’s Centre to other parents/ carers. 76% of Action and Impact survey respondents said that they felt their organisation embeds Families First and earlier intervention well or very well into their own services strategies, action plans and priorities. The workforce shadowing programme has helped progress this area of work also, as a Public Health colleague highlighted having spent a day in the life of another service: “ <i>the opportunity has not only increased my understanding of the service two-fold but will, no doubt, enable me to now take forward and address some of the identified areas where I think we can make service improvements that will have a significant positive impact for the workers and most importantly, for the service users</i>”.</p> <p>HCC’s Family Services Commissioning Service work and the Early Help team work in close partnership to commission evidence based practice services: most recently Peri-natal Mental Health, Children’s Wellbeing Practitioners and Inter-parental conflict services. The review of the Local Schools Partnerships is the latest joint project. Long standing examples include a range of evidence based parenting support programmes commissioned and the Local Offer all being delivered in the Families First Hubs. Further examples include the recently achieved adoption of an all age Drug and Alcohol Strategy for Hertfordshire endorsed by the multi-agency Strategic Drug and Alcohol Board, which resulted in a recommissioned Adolescent and Family Drug and Alcohol Service which now operates a whole family approach.</p>	Developing

	<p>Prioritise and commission services that manage future demand</p> <p>Cost benefit analysis to understand effectiveness of services</p>	<p>Families First Portal redesigned in collaboration with service users and transformed to ensure it is mobile device conducive, linked to the promotion of self-help early interventions to help manage perceived increasing demand on individualised services. Families First is intrinsically linked into the development of processes, pathways and potential services being considered to meet demand from Welfare Reforms from Autumn 2017 and similarly for the Young Carers’ strategy and associated (re)commissioned services from April 2018.</p> <p>Families First Evaluation and Development Team populate the National Impact Survey and Family Progress data for the national evaluation following the national timetable. The data is starting to provide some useful comparative data regarding costs and the characteristics of families receiving support. However the data will need to be more longitudinal before we can make firm judgements about individual sectors through a full cost benefit analysis. Not all data has been readily available, but information sharing processes are improving this situation. Service costs are helping to drive priorities for commissioning. Additionally, Public Health data is being used to monitor improvements in the outcomes for children and their families. Families First Evaluation and Development Team produce quarterly performance reports, including output and outcome data, are shared and discussed with internal and external partners at Implementation Groups to monitor performance and support accountability actions which may result from analysis.</p> <p>Additional strategic links established to support Local Offer developments, Domestic Abuse, Adolescent Offer and Local School Partnerships’ strategic reviews.</p> <p>Additionally refer to <i>Leadership</i> evidence regarding links to local and regional transformation strategies.</p>	
Culture	<p>How are Families First principles which underpin cultural changes, communicated with partners</p>	<p>Modelling and leading by example by, internal and external, committed Families First partners, conveying the Families First mantra: “We are all Families First”. A monthly Families First Newsletter is well received by over 1700 practitioner readers and good number of “hits” on key pages. Families First leaflet for practitioners also well received by partners. Families First county wide conferences reached out to 200 frontline practitioners from a range of services, where key messages were shared together with their participation at evidence based service and practice workshops. Additionally local launches have been held or are being arranged by Implementation Groups to reach localised practitioners.</p>	Developing

	<p>Staff taking responsibility and ownership</p> <p>Locally communicated shared vision (including to families)</p>	<p>There is consistent good representation from range of partners at Triage and Action and Impact meetings, which was evidenced in the July 2017 review of the Action and Impact Panels. Partnership Agreements and strategic commitment documentation across the Hubs via Implementation Groups, which explicitly states expectations and each partner’s roles and responsibilities in relation to adopting the Families First approach, to enhance accountability and challenge and support approach to changing culture. Families First Champions packs created and shared with partners to ensure that the responsibility of the implementation of the model is shared and owned as the partnership. The introduction of a new recording system for internal and external practitioners who work with children and their families, has swiftly led to an increase in the number of Families First Keyworkers and more organisations taking ownership in providing a co-ordination role for families, demonstrates that both staff and services are taking responsibility and ownership for the delivery of early help in Hertfordshire. In the first year of its introduction, 246 different teams or organisations had led on co-ordinating a Families First Assessment. The total number of keyworkers providing co-ordination was 526. The number trained to date is 1,500. There have been 1,128 family assessments undertaken and 429 young people assessments commenced. The Families First Portal and alignment with Hertfordshire’s Community First strategy has paved the way to supporting a cultural culture for frontline staff to work with service users to consider alternative support options, instead of just “referring families” on.</p> <p>Families First Co-ordinators coach, empower and build confidence to range of practitioners on the delivery model, tools and systems to break down the barriers to engagement. There are communications strands in the nine Implementation Group action plans. Families First Portal recently refreshed, assisted by service users and promoting the notion of self-help. Child Protection School Liaison Team and Hertfordshire’s Safeguarding Children’s Board have integrated Families First delivery model in training and other associated services, which ensures a consistent message and encourages schools to follow the correct processes and pathways.</p> <p>Action and Impact online survey indicated:</p> <ul style="list-style-type: none"> - 88% of respondents said they felt enabled and empowered to appropriately share information regarding early intervention - 82% of respondents said they felt confident to deliver what is expected of them in their role, in relation to Families First - 66% of respondents said they felt the Families First delivery model was embedded 	
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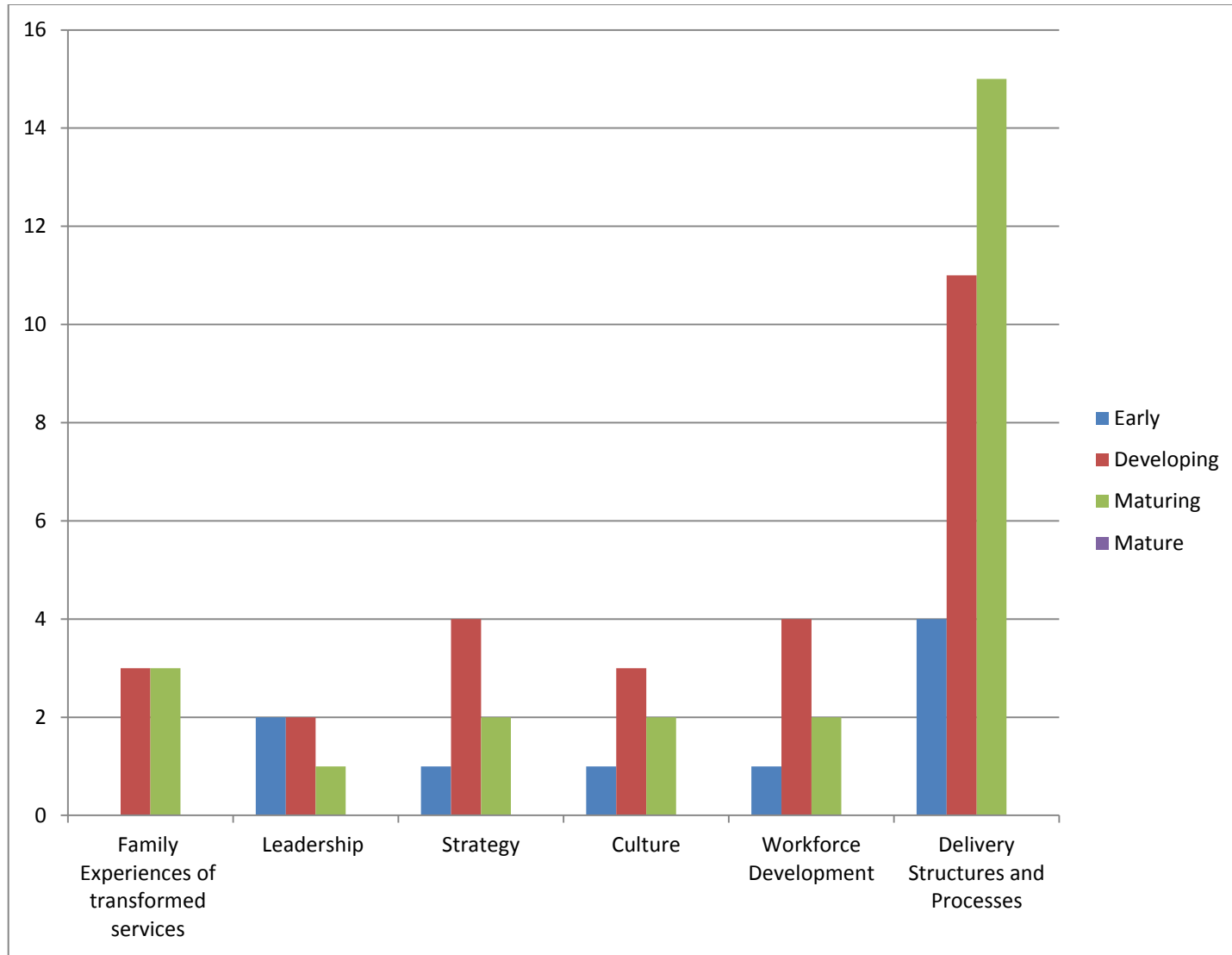
		<p>well or very well into their own organisation</p> <p>The workforce shadowing programme is supporting the drive to change culture also by supporting a deeper understanding and respect of and for different services roles and responsibilities, as described by a few attendees:</p> <ul style="list-style-type: none"> - <i>“I am confident to talk about what they do should a member of staff come and ask me what the benefits of having this team are”.</i> - <i>I will apply my learning in practice by... “ informing my team to develop and embed the Families First agenda”</i> - <i>“ I have a huge amount of respect for X team, the cases that they are involved with and the advice, knowledge, help and support they give to families is fundamental.”</i> 	
Workforce Development	<p>Frontline staff have clear understanding of principles of family working, including Families First Assessment and support plan</p> <p>Access to the right training at the right time</p> <p>Use of evidence based practice</p> <p>Opportunities to reflect on own practice – appropriate supervision</p>	<p>Families First Strategy (including vision and principles) and Operational Guidelines in place and endorsed by Families First Partnership Board, supported by Hertfordshire’s Safeguarding Children’s Board Continuum of Needs document, both of which have been in place since Summer 2016 and the latter relaunched with partners early September 2017. 82% of respondents said they felt confident to deliver what is expected of them in their role, in relation to Families First</p> <p>Training Needs Analysis completed Autumn 2016 and improved co-ordinated approach to workforce development planning with internal and external partners since then. Range of development opportunities available on a range of subjects, which are all hosted on the Families First Portal Practitioners area and promoted via the Families First Newsletter and partnership meetings. For example <i>lite bites</i>, sharing resources and workforce shadowing, and links to HSCB and partners training offers. Rolling training programmes delivered when appropriate.</p> <p>Learning from Serious Case Reviews and Domestic Homicide Reviews embedded into development opportunities and workshops at Families First conferences promoted newly commissioned and aligned evidence based early intervention services.</p> <p>Families First Practice Guidelines being developed to support partners effectively deliver the model in practice, supported by the multi-agency case management system. Action and Impact meetings provide space for Keyworkers to present a case and reflect on their practice, in a safe environment providing both challenge and support by a range of adults</p>	Developing

	<p>Multi-agency training, sharing resources</p>	<p>and children’s based partners. Developing practice support sessions from frontline staff in Hubs on key Families First systems and tools from Autumn 2017. Sessions will be delivered by frontline “experts” who in turn are recognised for their expertise and good practice and be supported to attend “train the trainer” development opportunities. Additionally the workforce shadowing placements provide space for applicants to reflect how their practice and services could work more closely to those in host services going forwards. One practitioner who attended a workforce shadowing placement said: <i>“I have built positive relationships with people in this team that I will continue to work with in future”</i>.</p> <p>There is a growing commitment to delivering training as multi-agency and local wherever possible. Action and Impact online survey indicated that 57% of organisations commissions multi-agency training. As well as termly Families First Network Forums in the Hubs, a Practitioners area of the Families First Portal is established, supporting a culture of learning, sharing resources and good practice, supported by the practice support sessions cited above and the populating of the resources section.</p> <p>Up to the end of June 2017 37 workforce shadowing opportunities had been completed and 41 services had signed up to hosting a partner in their service for a day. From evaluations received by practitioners who have attended workforce shadowing placements the following is noteworthy:</p> <ul style="list-style-type: none"> - 100% agreed that it was a positive experience (89% strongly agreed) - 100% agreed it has given them a clearer understanding of how their work relates to others (78% strongly agreed) - 100% agreed they would be able to apply learning into their own work 	
<p>Delivery structures and processes</p>	<p>Commitment by partners to deliver integrated working structures with evidence based practice in place</p> <p>Shared ambitions for outcomes – links to Troubled Families National Programme</p>	<p>Developing Partnership Agreements and strategic commitment documentation across the Hubs via Implementation Groups, which explicitly state FF roles and responsibilities, to enhance accountability and challenge and support approach to changing culture. The results of this are demonstrated by the figures in the culture section above.</p> <p>Families First Partnership Board agreed to a refreshed Families First Outcomes Plan in March 2017 to ensure that this document remained relevant to current concerns and priorities; this plan also meets the requirements set by the Department of Communities and Local Government for Troubled Families. The ability to identify families requiring support and the</p>	<p>Maturing</p>

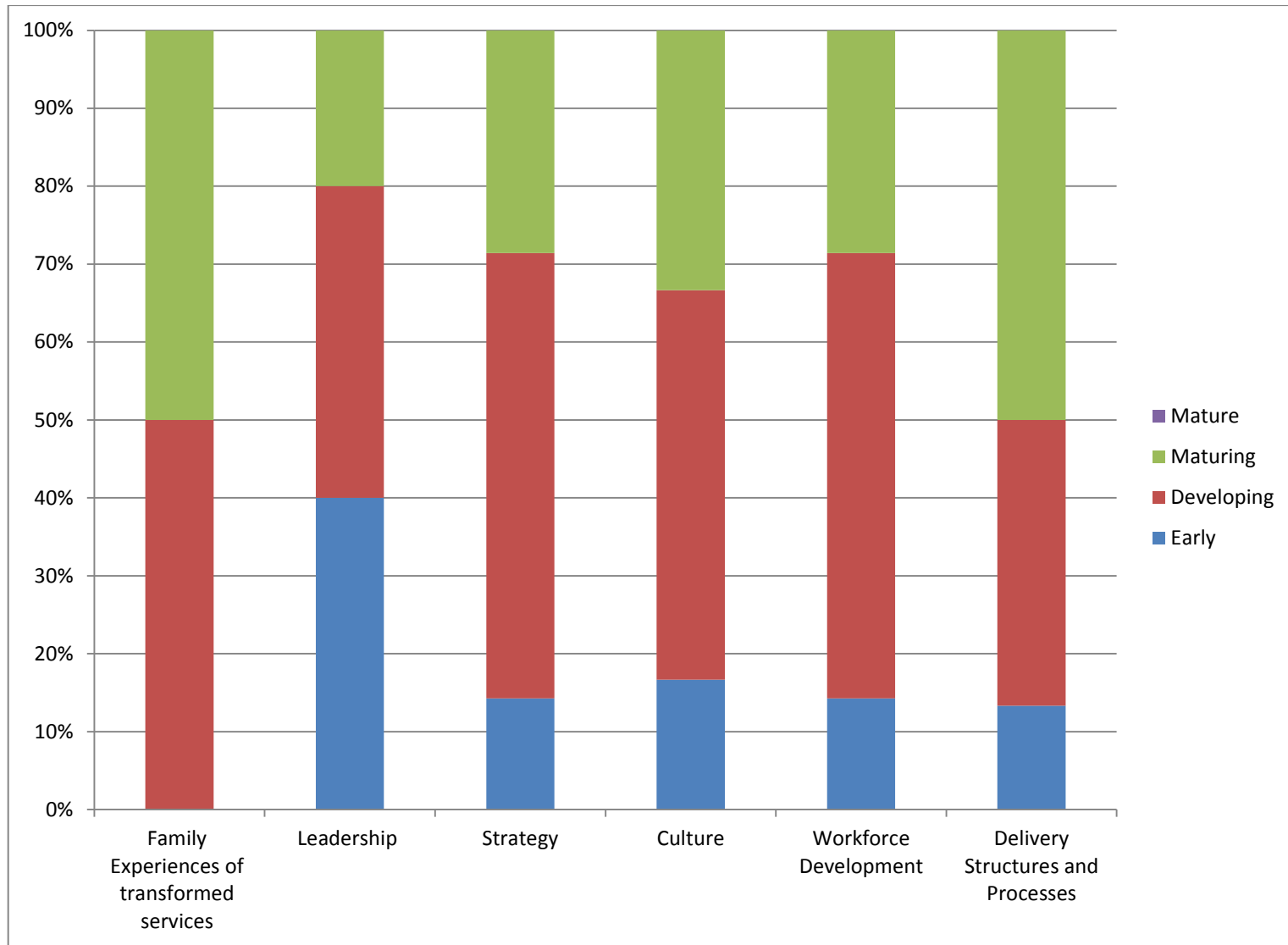
	<p>Outcome Plan</p> <p>Delivery structures enable staff to work across disciplines</p>	<p>resultant progress from the help received will be enhanced by the introduction of Liquidlogic’s TF2 / Single View solution. Furthermore the introduction of simpler processes that lead to families gaining access to support through early help will lead to an increase in outcomes achieved and better evidence of impact. Hertfordshire’s Outcome Bee Framework, is further evidence of shared vision and objectives for all children, young people and their families in Hertfordshire. The framework has been tested with a wide range of stakeholders over the last six months to ensure that all views are incorporated into the framework and it has been well received by all partners.</p> <p>Families First delivery model components in place to maximise opportunities to achieve shared ambitions, as evidence will be systematically gathered:</p> <ul style="list-style-type: none"> - new front door for early intervention is the Triage Team, with a Families First request form and associated Interactive Process Tool designed to support partners to use this gateway - robust Families First operational multi-agency Panels in place: Triage Panels and Action and Impact, which are well received and therefore well attended despite the time commitment involved. <p>Shared decision making at regular established multi-agency operational panels leading to increased trust and respect within the partnership, understanding and seeing that each partner has a key role to play in achieving outcomes with the families.</p> <p>Multi-agency early intervention assessment and case management system fully established across the county, supported by substantial training schedules and face to face and telephone coaching. Short-term investment in additional Families First Co-ordinators to further embed agreed structures and processes at local level.</p> <p>Data sharing protocols in place. Co-location of services encouraged and supported and evidenced particularly in the Intensive Family Support Teams.</p> <p>FF Portal Reference Group established and links being made with HertsHelp and Local Offer “sister” Portal development projects, with the aim to bring information resources together under one banner.</p>	
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Graphs 1 and 2: Number of ratings (early, developing, maturing or mature) on each strand of the model, at different stakeholder engagement forums

GRAPH 1



GRAPH 2



ANALYSIS

Overview

The only strand that there were no *early* ratings for is *Families Experiences*. It is not surprising that there are no ratings at this time for *mature* in any of the strands. The most popular strand that partners chose to explore at the workshop sessions was *culture*, indicating that this is something that partners know and understand to be both a catalyst and blocker for achieving the desired delivery model. The least popular strand to explore was *strategy*. There does not appear to be a correlation between the role of the partners engaging in the conversations (operational or strategic) and the ratings given at the sessions. Nor does there appear to be a correlation between the locality of partners and the ratings given, which is perhaps more surprising as some areas were pathfinder Family First delivery areas and the partnership had anticipated seeing higher ratings on strands in these localities.

Families Experiences

It is incredibly positive that there were no *early* ratings for *Family Experiences*.

Leadership

A key theme from partner feedback on this subject centred on perceived lack of dissemination of key messages and lack of permission to work differently, blocked by middle managers, who “are preoccupied by Performance Indicators, including Payment by Results programmes”.

Strategy

This strand will be ever evolving as Families First has to stay abreast of and relevant in relation to existing and emerging strategies.

Culture

As this is often the most challenging aspect of transformation projects, it is positive to see that this was the most popular strand for partners to engage discussion on. In relation to culture there were a number of positive themes arising from the feedback, which include the evidence of genuine passion and commitment to get early intervention systems right this time, and evidence that a number of partners have well and truly adopted this new approach: all Children’s Centres, a good number of schools, all school partnerships and all Intensive Family Support Teams primarily.

Equally though a number of negative themes are evident, which include a perception by some partners that this new way of working is adding more work and therefore more costs to their services. It is particularly interesting that a number of independent and voluntary and community sector based services and larger adult based services (Department for Work and Pensions, adult mental health and substance misuse, community protection and housing teams for example) are engaged in the Families First principles but are still struggling to see what their role can or should be in practice, be it initiating Families First Assessments, being trained on Early Help Module to be TAF members or being seen by members of the public to be associated with Children’s Services from HCC. This last point is an area of concern for independent organisations in particular who currently pride themselves on not being associated with HCC, in order to be more attractive to service users, who they perceive would not otherwise use their services.

Workforce Development

Discussions in this strand were linked very closely with culture and delivery structures and processes strands, regarding the need for the workforce to be more aware of workforce development opportunities and the need for partners (particularly those based in adults' services) to be supported to identify what their roles are in this agenda.

Delivery Structures and Processes

The area of most contention during discussions in terms of how to agree a rating, was *Delivery Structures and Processes*. Rating this strand almost always split groups of partners in two at face to face engagement forums. On this strand, everyone identified and agreed that Hertfordshire had come a long way quite quickly with key processes, tools and frameworks in place and everyone also agreed that these components still need to be further communicated and established. This notion was summed up by someone as: "Everything is in place to make this work; we just need to make it happen". The difference was that some partners viewed this concept as being very *early* in the maturity model while others viewed this as the task in hand was almost complete.

CONCLUSIONS

The lack of variation of ratings between pathfinder and non-pathfinder areas is a surprise. It would appear from this that the Families First Partnership approach is embedded in a range of services not just in a few pathfinder areas. Instead what appears to differentiate how well implemented the operational practices are depends more on whether a service is children's or adult's based. Each of the nine Implementation Groups has good representation currently from adult based services but there is a risk that these services are left behind with the cultural and practice changes while the children's based services continue to readily adopt new whole family approaches. Given that the culture strand was such a popular strand for partners to explore at the engagement sessions, it seems likely that partners will be open to driving this strand forward with vigour through the various partnership meetings, in Hertfordshire. It is evident that "there are passionate silos of effort and commitment as well as silos of obstruction and resistance", Implementation Group July 2017. The fact that there is wide-spread discrepancy on rating strand six, *Delivery Structures and Processes*, despite consensus that most partners were satisfied that the framework, processes and tools were now in place, conveys the need for concentrated communications of these key items.

The self-assessment at this stage does not give opportunity to reflect on how Hertfordshire is fairing on this journey against other comparable Local Authorities/ statistical neighbours, so the opportunity to be part of a peer review would be welcomed by the Families First Partnership Board.

RECOMMENDATIONS

The outline action plan sets out headline actions stemming from partner feedback from all of the engagement opportunities. The self-assessment cites the *culture and delivery structures and processes* strand as being in need of particular attention. This report, including the action plan will be shared with all partners, at strategic and operational level for comment and review. Families First Senior Leadership Team will cross reference the action plan by the end of October 2017 with Families First Hub Implementation Group action plans and ensure the actions from the maturity model are integrated and owned at the local partnership level to ensure implementation is achieved.

Maturity Matrix Strand	Identified Next Steps from Sept. 2017
Family Experiences of Transformed Services	<p>Explore feasibility of aligning service user evaluation forms for relevant services who take on role as Families First Keyworker role (Local School Partnerships, Children’s Centres, YC Herts, Targeted Youth Support and Intensive Family Support Team) and influencing these services to adopt shared questions to achieve co-ordinated Families First service user evaluation.</p> <p>Build practitioners confidence and skills to better embed families’ feedback into the evaluation section of the Families First Assessment and ensure this section is reported on in the performance monitoring reports.</p> <p>Agree and consequently publicise gateways to Families First Hubs, supported by the production of public facing marketing material co-produced with service users, and ensure these are assimilated with other strategic developments: Local Offer, Delivering Special Provision Locally and Community First.</p> <p>Publish Families First principles and standards on the Families First Portal to provide transparency whereby families know what support they can expect to receive, by when, who will deliver it and how and where they will access it.</p> <p>Families First Portal (practitioners and public-facing areas) to be reviewed by users via an online survey in December 2017.</p> <p>Establish a shared approach to service user involvement, making it become an integral aspect to this transformation agenda, to ensure that service users are supported to effectively be involved in appropriate and not tokenistic opportunities.</p> <p>Explore feasibility of adopting pre-existing Early Help Module quality assurance system into practice standards and performance monitoring reporting.</p>
Leadership	<p>Increase alignment at county level initially with other strategic developments: Local Offer, Delivering Special Provision Locally and Community First.</p> <p>Strategic leaders to take ownership of the promotion of the Families First Interactive Process map and other association tools to support the implementation of Families First delivery model in practice, both within their service and locality practice area.</p> <p>Improve the focus on outcomes for families, referencing Hertfordshire’s Outcome Bee Framework, across early help services, which are consistent and can be evidenced – via the Implementation Groups, supported by the Troubled Families Outcomes Plan for Hertfordshire.</p>

	<p>Leaders model Families First principles and practice standards in strategic meetings and in written reports and policies.</p> <p>Deepen existing relations with specific partners to garner momentum in new areas of work:</p> <ul style="list-style-type: none"> - Probation - Clinical Commissioning Groups - Integrated Services for Learning
Strategy	<p>Use evidence and analysis to predict future demand and county and local levels.</p> <p>Complete cost benefit analysis to understand effectiveness of services</p> <p>Identify opportunities to systematically, appropriately and effectively co-design products and services with service users.</p> <p>Strengthen existing links with strategic developments: domestic abuse strategic review, Hertfordshire County Council <i>Adolescent Offer</i>, Women’s Refuge contract, Local Community Safety Partnerships, Local School Partnerships, Local Offer, Community First and Delivering Special Provision Locally.</p>
Culture	<p>Invest time and energy in changing culture in small number of adults based services initially in two Families First Hubs, buddy them with children’s based services and coach and nurture these partnerships until they too have adopted the practices strategically and operationally. Work with these partners to identify and celebrate the successes and benefits of this new way of working and the process to achieve it before repeating the same exercise in additional areas and with new partnerships.</p> <p>Co-produce a further communications initiative to reach to wider audience about the difference between Intensive Family Support Teams and Families First delivery model.</p> <p>Social marketing approach to Families First communications to be adopted.</p> <p>Partners adopt the Families First brand in their public facing information.</p> <p>Partners adopt the Families First Assessment as their own assessment tool.</p> <p>Introduction to Families First “lite bite” workshop session to be co-designed with partners and co-delivered to partners.</p> <p>Internal partners need to support Early Help team lead by example.</p>

<p>Workforce Development</p>	<p>Families First workforce development online brochure to be produce, including online booking system and links to opportunities hosted across the partnership.</p> <p>Design and deliver training to supporting partners to add to their skill base to manage complex issues with confidence and knowledge of how to access appropriate services to help meet the families’ needs.</p> <p>Introduction to Families First “lite bite” workshop session to be co-designed with partners and co-delivered to partners.</p> <p>Early Help Module training offer to be revised, including a new “lite bite” Team Around the Family specific session and host twilight session to make more accessible to Early Years providers.</p> <p>Further promote the Families First workforce development shadowing programme to new hosts and new applicants.</p> <p>Further explore opportunities regarding the Apprenticeship Levy.</p> <p>Partners to better understand how to use the Continuum of Need in practice, and understand step up procedures in practice, to support challenges from external partners directed at Intensive Family Support Teams, when partners consider the family they are part of the Team Around Family for, need Specialist and Safeguarding Children’s Services.</p> <p>Co-design a workforce development opportunity for frontline staff and middle managers to help them identify skills to deliver the Families First approach and increase their confidence to do so in practice.</p>
<p>Delivery structures and processes</p>	<p>Promote, promote and further promote Families First delivery structures, processes and tools: Families First Hubs, Families First Advice Line, Families First Co-ordinators, Families First Process and Interactive Process Tool, Families First Portal, Early Help Module benefits and training and the difference between Triage Process and Triage Panels.</p> <p>Explore use of SMART technology to improve efficacy of Families First operational and strategic multi-agency meetings.</p> <p>Issue Families First practice standards which outline the aims and processes linked to Families First delivery model of frequently used partner assessments and impact measurement tools (e.g. Family Star Plus, DASH risk assessment, homelessness application, CAMHS Choices assessment) and associated support plans which need to be aligned in order to prevent over assessments and ensure efficient and integrated practice and shared risk management.</p> <p>Project plan in place to support improvements to current Step up and step down processes.</p>

What is Families First



and how is it relevant to me?

What is the challenge?

Anonymised Case Study - *“Emily, 8, lives with her Dad. They have no fixed address and are working with a Housing Officer to change this. Dad is out of work and visits the Jobcentre regularly. Emily’s school worry about her deteriorating behaviour. She is aggressive to other children, and the school contact Dad to try to resolve this.*

No agency is making much progress. The Police are called after Dad seriously assaults his partner. Emily reveals that she saw this assault and Dad made her ‘clean up’ afterwards. A Police check reveals that, unknown to Housing, the Jobcentre or school, this is not Dad’s first serious offence. A Safeguarding referral is made, a search of the house finds an illegal firearm, and Emily is taken into care.”

This example encapsulates the challenge facing early help. When single agencies focus on one element of a complex problem, root causes are not addressed, warning signs are missed, and costs balloon as families reach crisis point.

How does Families First respond to this challenge?

Families First is a model of early help in Hertfordshire. When a request for help is received it is looked at by a triage team, and then by a district-based, multi-agency triage panel. Sharing information held on their respective systems to create an accurate picture of the family, panel members agree on a Keyworker to initiate the case co-ordination.

This Keyworker assesses the whole family’s needs and convenes the right professionals to address the root causes of those needs. Working ‘as one’, these professionals use a single case management system. Should the intervention stall, a network of knowledgeable Families First Co-ordinators and multi-agency panels can help get things moving.

As the family’s needs are met, the Keyworker shows the family where to find support in future via the Families First Portal. Building their resilience, this means the family can self-help before things reach crisis point, reduce their dependency on public services, and break the generational cycle of adverse impact.

How is it relevant to me?

Families First is not a service, but an umbrella term for early help in Hertfordshire. It cannot be realised by one agency, but depends on buy-in from education, health, housing providers, councils, Police and voluntary sector colleagues.

Every agency has a slightly different role. Housing Officers, for example, can provide valuable input at triage panels, but are unlikely to take on the Keyworker role. Education colleagues, however, are often well placed to lead interventions due to their regular contact with families.

In either case, we won’t shy away from the fact that Families First can be a time commitment, but it has a payoff. Failed interventions will cost Hertfordshire’s public and voluntary organisations £271m in 2017¹. In contrast, for every £1 invested in early help, society sees a return of over £7². Yes, these benefits are not immediately cashable, but they demonstrate the impact successful early help could have on all of our long-term budgets.

¹ Estimates from the Early Intervention Foundation, based on a figure of £17bn nationally

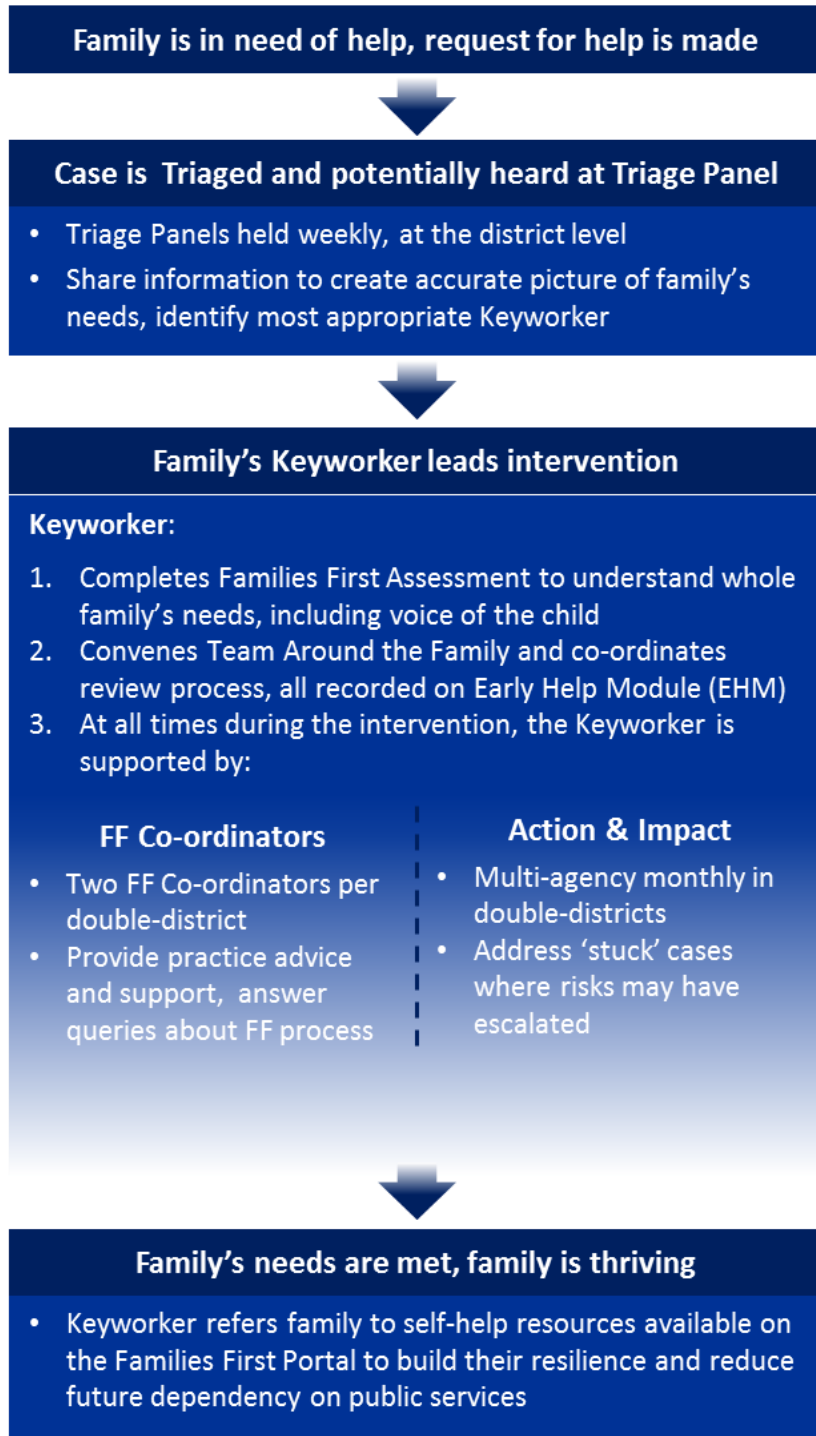
² Estimates from the New Economics Foundation and Action for Children

How does it work in practice

and which agencies are typically involved?



Families First process for helping a family



Throughout which, any combination of these agencies may be involved

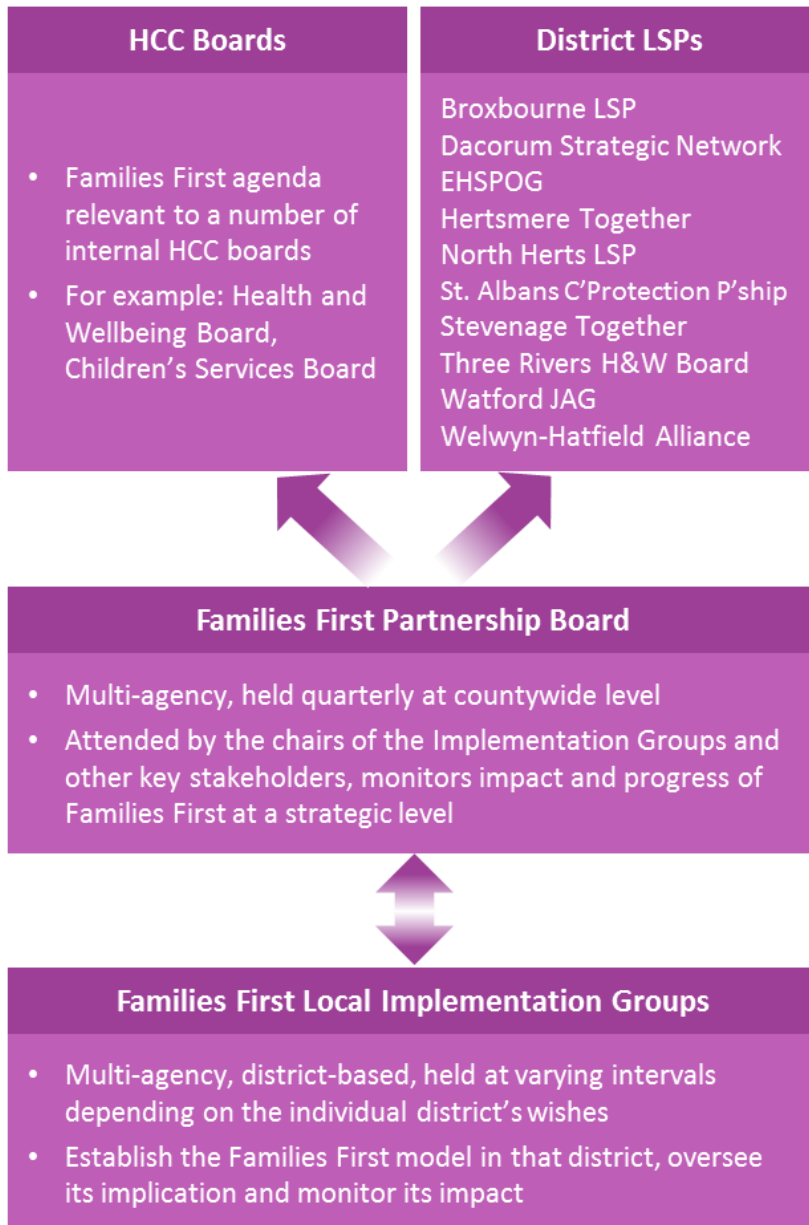


How is Families First governed

and where does it fit with other strategies?



Reporting structures within Families First



Strategies/other agendas to which Families First is relevant



Appendix 2

	Method of engagement	Overview of membership of group	Method of Participation	Strands of Maturity Matrix to be discussed
1	Maturity Model Worksop at Families First conference	<u>Strategic and operational</u> Two conferences each comprising approximately 100 people, from range of services and working at range of levels. Specific workshops hosted on this subject, at which 21 stakeholders engaged.	Workshop	Delivery Structures and Processes
2	Online survey for all Action and Impact partners	<u>Strategic and operational</u> Five (double district) Action and Impact meetings across the county, each comprising approximately 15 consistent members from a range of services, who usually hold a strategic position. Every year, members of the five Families First Action and Impact meetings are asked to complete an online survey to provide an overview of partner's perception of the efficacy of the Action and Impact meetings. This year, additional questions were added to seek the same partner's views on aspects of the six strands of the Maturity Model via nine questions. Sixty-three responses were received.	Online survey	All 6 strands
5	East Herts Implementation Group (strategic)	<u>Strategic</u> Consistent members from a range of services, who hold a strategic position.	Workshop	<ul style="list-style-type: none"> ✓ Leadership ✓ Culture ✓ Workforce Development
6	Hertsmere Implementation Group (strategic)	<u>Strategic</u> Consistent members from a range of services, who hold a strategic position.	Email request for feedback	All 6 strands

7	Broxbourne Implementation Group (strategic)	<u>Strategic</u> Consistent members from a range of services, who hold a strategic position.	Workshop	<ul style="list-style-type: none"> ✓ Leadership ✓ Culture
8	North Herts Implementation Group (strategic)	<u>Strategic</u> Consistent members from a range of services, who hold a strategic position.	Email request for feedback	All 6 strands
9	Watford and Three Rivers Implementation Group (strategic)	<u>Strategic</u> Consistent members from a range of services, who hold a strategic position.	Workshop	All 6 strands
	St. Albans Implementation Group	<u>Strategic</u> Consistent members from a range of services, who hold a strategic position.	Workshop	<ul style="list-style-type: none"> ✓ Families Experiences ✓ Culture ✓ Delivery Structures and Processes
10	IFST Stevenage and North Herts Team meeting (operational)	<u>Operational</u> Herts county council Intensive Family Support Teams, comprising, Family Intervention Workers and their line managers, and Housing Intervention Workers where still contracted (ex-Family Intervention Project Workers).	Workshop	<ul style="list-style-type: none"> ✓ Leadership ✓ Workforce Development ✓ Delivery Structures and Processes
11	IFST Dacorum and St. Albans Team meeting (operational)	<u>Operational</u> Herts county council Intensive Family Support Teams, comprising, Family Intervention Workers and their line managers, and Housing Intervention Workers where still contracted (ex-Family Intervention Project Workers).	Workshop	<ul style="list-style-type: none"> ✓ Families Experiences ✓ Culture ✓ Delivery Structures and Processes
12	IFST Welwyn Hatfield and Hertsmere Team meeting (operational)	<u>Operational</u> Herts county council Intensive Family Support Teams, comprising, Family Intervention Workers and their line managers, and Housing Intervention Workers where still contracted (ex-Family Intervention Project Workers).	Workshop	<ul style="list-style-type: none"> ✓ Culture ✓ Workforce Development ✓ Delivery Structures and Processes

13	IFST Watford and Three Rivers Team meeting (operational)	<u>Operational</u> Herts County Council Intensive Family Support Teams, comprising, Family Intervention Workers and their line managers, and Housing Intervention Workers where still contracted (ex-Family Intervention Project).	Workshop	<ul style="list-style-type: none"> ✓ Families Experiences ✓ Culture ✓ Delivery Structures and Processes
14	FEED meeting	<u>Strategic</u> Herts County Council team of Data Analysts and Business Support staff who support the Troubled Families programme and Early Help Transformation in Hertfordshire	Workshop	<ul style="list-style-type: none"> ✓ Strategy ✓ Culture ✓ Delivery Structures and Processes
15	Dacorum and St. Albans Local Multi-Agency Safeguarding Forum (operational and strategic)	<u>Strategic and operational</u> Five (double district) meetings across the county, hosted by Hertfordshire's Safeguarding Children's Board, each securing wide membership from a range of services, who usually hold a strategic position.	Workshop	<ul style="list-style-type: none"> ✓ Leadership ✓ Culture ✓ Workforce Development
16	East Herts and Broxbourne Local Multi-Agency Safeguarding Forum (operational and strategic)	<u>Strategic and operational</u> Five (double district) meetings across the county, hosted by Hertfordshire's Safeguarding Children's Board, each securing wide membership from a range of services, who usually hold a strategic position.	Workshop	<ul style="list-style-type: none"> ✓ Families Experiences ✓ Workforce Development ✓ Delivery Structures and Processes
17	County-wide online service user evaluation survey of Children's Centre Service Users	<u>Public facing</u> Annual online survey for parents / carers who had visited their local children's centre in the last 12 months. Version included in this report was conducted in Autumn 2016, for which nearly 6000 people took part.	Online public-facing questionnaire	Not specific to this maturity model
18	Workforce shadowing evaluations	Evaluations completed by practitioners (strategic, operational and elected members) who shadowed other services, or Families First processes.	Online practitioner questionnaire.	Not specific to this maturity model
19	Paper based service user evaluation of Intensive Family Support Teams	<u>Public facing</u> Evaluation sent to each family comprising forms specifically for adults, children and young people.	Paper based public-facing questionnaire	Not specific to this maturity model

Explanation of Gaps in Partner Engagement

- ✓ **Families First Partnership Board:** cancelled summer scheduled meeting due to number of members being on leave; next meeting not scheduled until 13th October 2017, when a workshop on this model will be facilitated
- ✓ **Implementation Groups**
 - **Stevenage:** two meetings cancelled summer scheduled meeting due to number of members being on leave; next meeting not scheduled until late September 2017
 - **Dacorum:** meetings only recently convened and second meetings scheduled for late September 2017
 - **Welwyn Hatfield:** meetings only recently convened and second meetings scheduled for late September 2017
- ✓ **Local Multi-agency Safeguarding Forums**
 - **Welwyn Hatfield and Hertsmere** were not scheduled until later in October 2017
 - **Stevenage and North Herts** were not scheduled until later in October 2017
 - **Watford and Three Rivers** scheduled for July 2017 however, no available appropriate person to present at the time
- ✓ **Intensive Family Support Team Broxbourne and East Herts** cancelled two team meetings during the summer holidays due to a number of staff being on leave; next meetings not scheduled until early October 2017.

Appendix 3

Hertfordshire's Outcome Bee Framework



The Outcome Bee Framework has been developed in Children's Services in collaboration with our partners. The new framework aims to ensure that there is a shared vision and objectives for children, young people and their families in Hertfordshire. In the challenging financial climate we face, it's particularly important that we can evidence the impact our services are having on improving outcomes for children, young people and their families.