

The Nottinghamshire Family and Parenting Strategy 2015 - 2017



children.trust@nottscc.gov.uk

www.nottinghamshire.gov.uk/nottinghamshire-childrens-trust

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The Nottinghamshire Family and Parenting Strategy (2015-2017)

Introduction

How do we best work together to improve the lives of families and parents in Nottinghamshire?

Providing coordinated, consistent and multi-agency family and parenting support is crucial in making sure that Nottinghamshire families are safe, happy, secure, and can reach their full potential.

In the context of shrinking resources, it is crucial that we work together effectively and efficiently to support families at the earliest possible opportunity. We must be realistic about the resources available, whilst striving to do the very best for Nottinghamshire's families. Part of this involves endeavouring to use evidence to in decision making, and testing new processes and interventions to ensure they deliver the greatest impact.

What are we trying to achieve?

This strategy will detail how we can best work together to continue to provide high quality services to families with children aged 0-19 (and up to age 21 for those in Local Authority care and up to 25 years for those with disabilities), when funding and resources are increasingly scarce.

The aim of parenting support is to provide parents with:

- knowledge
- skills
- confidence
- emotional resources
- practical resources

These are all necessary to be able to protect and raise their children into adulthood. It is important that we promote parents' capabilities and self-efficacy, building their confidence and capacity.

This strategy recognises that services across Nottinghamshire work hard to provide families and parents with excellent help and support. By employing a co-ordinated, integrated approach we can ensure that services are of a consistently high standard, sharing knowledge, experience and resources to benefit local families. It is important to focus on good practice and use the best methods available to have the greatest impact on families' lives.

Why are we doing this?

“I was so surprised to see so many other parents who are experiencing the same as me. You always think you are the only one who has a challenging child”
(Parent, Non-Violent Resistance course, 2015)

Family and parenting support is a core part of our work with families in Nottinghamshire and is vital in tackling the inequalities caused by wider poverty. Government guidance requires local authorities to develop a coherent strategy for family and parenting support based upon analysis and mapping of local needs, which involves service users in its development and implementation (*Working Together 2015*)¹.

This strategy has been developed with a range of partners and builds on previous work, including the most recent 2008 Parenting Support Strategy. This previous strategy is now outdated and reflects a context with significantly more available funding and resources. The updated strategy will be managed by the Family and Parenting Strategy Group under the governance of the Children’s Trust Board.

What difference will it make?

The parenting course was “the best thing I could have done for my family and me”
(Parent, 2015)

Improving outcomes for families and parents is the driving force of this strategy and should be the basis of all forms of family and parenting support. The strategy describes five core outcomes which drive all work with families and parents:

- 1. Families will be safe, function well, and provide a good and stable environment for children, young people, parents and carers.**
- 2. Families will have good social and emotional health and development.**
- 3. Parents and carers will be able and confident to provide boundaries and routines for children and young people.**
- 4. Families will have their needs addressed and met quickly and at an early stage, preventing problems from worsening.**
- 5. Families will be able to achieve their full potential, in respect of their social, economic, educational and employment experiences, and be free from poverty.**

These outcomes are intentionally ambitious and broad, and form the foundation of this strategy. They are composite outcomes formed from a variety of related strategies, and represent the key outcomes for families from the range of partners.

¹ www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

Principles

In consultation with partners we have identified core principles which underlie the strategy and our attempt to meet the above outcomes in working with families and parents in Nottinghamshire.

- Ideally, funding and resources should be identified to support the delivery of parenting programmes. Careful, realistic planning is required to ensure parents most in need are able to access support. Appropriate costs and resource implications should be accurately assessed for different options, including requirements such as crèche facilities and transport for families who will struggle to attend. Joint working, free venues, resource sharing and funding should be encouraged where possible.
- Early intervention and prevention is the best way to help families; we will target resources to meet families' needs as early as possible.
- The planning, design and delivery of family and parenting support should be driven by the needs of families. We must balance the service need for a concise and manageable menu of options, with providing flexible support to meet the varied and changing needs of families.
- Evidence of success and positive impact is essential, and commissioning will rely on this going forward. This evidence can be nationally or internationally validated, and can be gathered through local small-scale testing. This will ensure that locally generated interventions are appropriately tested before more widespread roll-out. All forms of support should be locally evaluated upon implementation and be adapted to ensure that they meet families' needs.

Who is this strategy for?

The Family and Parenting Strategy relates to all Nottinghamshire families with children aged 0-19 (and up to age 21 for those in Local Authority care and up to 25 years for those with disabilities) and is primarily designed to drive good professional practice. Research evidence suggests that providing family and parenting support as early as possible; with consistent universal options is the most effective approach.

Alongside this, it is important that we provide tailored options to help families with issues such as domestic violence, substance misuse and mental health, as we know that both individually and in combination, these problems can have devastating effects on families' lives (DfE, 2011)². We need to provide targeted options for families with young carers, teen parents, foster carers and kinship carers, to meet their differing and particular needs. Families where parents have learning disabilities and those with chaotic and complex lives may well also require specialised, ongoing provisions. We must ensure that fathers are involved with services, as much as possible.

² www.gov.uk/government/uploads/system/uploads/attachment_data/file/182095/DFE-00108-2011-Childrens_Needs_Parenting_Capacity.pdf

This strategy will help to ensure that we meet the needs of the range of families effectively and efficiently, by employing a range of options from the low level, universal forms, up to targeted and specialised approaches.

Priority Areas

In order to achieve the described outcomes, partners identified 5 key priority areas to focus on.

- A. Co-ordinated Multi-Agency Approach** - Support to families must be delivered in an integrated and coordinated way. Planning and sharing knowledge across different agencies and services will be crucial if we are to provide consistency across the county. We need to establish clearer referral pathways and processes for families, making sure that access to support is timely and appropriate. Service delivery will utilise the skills and experience of staff, matching delivery with their capabilities and training.
- B. Quality Standards** – We need to establish firm, consistent quality standards for family and parenting support. In line with this we must quality assure delivery, to monitor the extent to which we meet and continue to meet these high standards. We must make sure that support is provided to meet families' needs, rather than sending parents to options which happen to be available at that time and place. We will develop a quality standards framework for Nottinghamshire which describes a core set of competencies and knowledge/skills/experience for workers.
- C. Participation** – Families will be involved in the planning, design and delivery of services wherever possible. We must also involve families in the decisions made about their support, to increase their engagement with services, and ensure that support meets their needs. Families' perspectives and experiences are crucial in conducting effective reviews and evaluation, and their views should be gathered for all forms of support delivered.
- D. Accessibility and Engagement** – A needs led approach is essential to deliver appropriate and effective support. A range of methods will be used to help families to attend the entirety of the support package provided, particularly for families with complex needs or who are hard to reach through traditional approaches. These may include meeting with families to build a relationship prior to support starting, providing transport and crèche facilities, ensuring that support is offered at suitable times and making translation services or other provisions available, where necessary and feasible. We must particularly support families who experience domestic violence, learning difficulties, substance misuse and mental health issues, who are particularly vulnerable. We must also involve families in the planning and evaluation of services, to ensure that the support we offer is designed to meet their needs, and evaluated for effectiveness.
- E. Workforce** – Workers providing family and parenting support will be sufficiently competent, confident, experienced and qualified. Training for staff will be well planned, coordinated, consistent and appropriately resourced. Workers need to be able to demonstrate a core set of competencies, and should be supported to attain these through supervision. Coaching and reflective supervision will be made available both on a one to one and group basis, particularly to new staff and those taking on new responsibilities. Peer supervision and feedback can be established to improve quality

and consistency. Staff should receive training in line with wider planning, receiving training only in relevant and appropriate forms of support, which will be delivered to meet families' needs.

How does this fit with the bigger picture?

The Family and Parenting Strategy has interdependencies with the Nottinghamshire Children, Young People and Families Plan 2014-16³, the Nottinghamshire County Council Looked After Children's Strategy 2015⁴, its Children, Young People and Families Participation Strategy 2014-2016 and the Health and Well Being Strategy 2014-2017⁵. It also falls within the scope of the Nottinghamshire Children's Trust Early Help Development Plan 2013-2016⁶.

The strategy is informed by statutory guidance such as *Working Together* (2015)⁷, alongside evidence from research such as the Allen (2011)⁸ and Munro (2011)⁹ reviews, and fits within the context of the Troubled Families programme. The strategy also recognises evidence which supports the claim that good quality parenting can help to address the structural causes of poverty, and is one of the key elements of sustaining families' social mobility (All Parliamentary Group Report, 2015)¹⁰.

The *Future in Mind* (2015)¹¹ strategy is also an important related document. As well as supporting the increased use of **evidence based approaches** with services rigorously focused on outcomes, the document specifically recommends improving access for parents to **evidence based programmes** of intervention and support to strengthen attachment between parent and child, avoid early trauma, build resilience and improve behaviour.

Commissioners of parenting and family support and programmes are central to ensuring that a strategic response is taken to ensure programmes are evidence based, sufficiently evaluated, located in areas of greatest need, and target vulnerable groups. It is the role of commissioners to ensure up to date needs assessments are developed and used to provide a targeted needs led approach. Commissioning processes will also enable the assessment of programmes to be held centrally to aid evaluation and future commissioning plans. This evaluation will consistently be used by the Family and Parenting Strategy Group who will be tasked to share any learning to inform subsequent commissioning.

The Strategy Group has representation from a wide range of partners, and is responsible for implementing the strategy and related action plan. The group is supported by a Parenting Approaches sub group which manages aspects directly related to parenting programmes and

³ <http://www.nottinghamshire.gov.uk/media/2332/nottinghamshire-children-young-people-and-families-plan.pdf>

⁴ www.nottinghamshire.gov.uk/media/2407/looked-after-children-and-care-leavers-strategy-2015-18.pdf

⁵ www.nottinghamshire.gov.uk/caring/yourhealth/developing-health-services/health-and-wellbeing-board/strategy/

⁶ www.nottinghamshire.gov.uk/caring/childrenstrust/pathway-to-provision/earlyhelpdevelopmentplan/

⁷ www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

⁸ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284086/early-intervention-next-steps2.pdf

⁹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/175391/Munro-Review.pdf

¹⁰ fct.bigmallet.co.uk/sites/default/files/files/Parliamentary_Inquiry_into_Parenting_and_Social_Mobility_-_Final_Report.pdf#overlay-context=Parliamentary-Inquiry-into-Parenting-and-Social-Mobility

¹¹ www.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

support. The Family and Parenting Strategy Group feeds into the Nottinghamshire Children’s Trust governance as well as Nottinghamshire County Council’s Children and Young People’s Committee.

Who will be involved?

Key Partners

- Nottinghamshire County Council including Early Help services, Children’s Social Care, Special Educational Needs and Disabilities, Family Service, Youth Service, Early Childhood Services, Public Health, Adult’s Social Care.
- Nottinghamshire District and Borough Councils (Housing, Community Safety, ASBD teams)
- Nottinghamshire Healthcare Trust (CAMHS, Adult Mental Health Services, Health Visiting, Family Nurse Partnership , school nurses, Substance Misuse Services for young people, disability and special educational needs services)
- Children’s Centres (Nottinghamshire Children and Family Partnership)
- Schools, School Behaviour and Attendance Partnerships
- Police and Crime Commissioner
- Voluntary and Community Services
- Substance Misuse Services
- Domestic Violence and Abuse Services

Key partners include both commissioners and providers of services across Nottinghamshire, in some cases organisations both commission and deliver services for children, young people and families.

Commissioner	Provider
Nottinghamshire County Council	Nottinghamshire County Council
Schools	Schools
Nottinghamshire District and Borough Councils	Nottinghamshire District and Borough Councils
Police and Crime Commissioner	Nottinghamshire Healthcare Trust
	Childcare and Early Years providers
	Children’s Centres (NCFP)
	Voluntary and community sector
	Substance Misuse Services (CRI)
	Domestic Violence and Abuse Services
Links with strategic groups and partnerships	
• Youth Justice Board	
• Children’s Trust Board	
• Nottinghamshire Local Safeguarding Children’s Board (NSCB)	
• NCC Early Help Leadership group	
• Children’s Trust Participation Strategic Group	
• SEND Integrated Commissioning Group	
• Early Childhood and Healthy Child Programme Integrated Commissioning Group	
• Teenage Pregnancy Integrated Commissioning Group	

- | |
|---------------------------------|
| • Child Poverty Reference Group |
| • Help and Protection Executive |
| • LAC strategy group |

Action Plan

The action plan has been established in collaboration with a range of stakeholders, and represents the key actions and processes needed to ensure that the strategy is implemented correctly and is effective.

How will we know that this strategy is making a difference?

The support we provide must be effective and cost effective, which requires us to collect and analyse data relating to families, and to use these data to inform future planning and commissioning. We cannot just rely upon the status of programmes as ‘evidence based’ in trying to meet the needs of Nottinghamshire’s families. Indeed, a recent review established that there are some significant problems with the concept of ‘evidence based’ parenting programmes, and the extent to which this evidence should be relied upon in planning and delivery¹². Whilst a wealth of evidence supports a range of different parenting support options, there are difficulties with the robustness and application of this evidence to local families, and challenges in implementing programmes with sufficient fidelity. As such, it is clear that we need local evidence of the effectiveness of differing forms of support in meeting the needs of Nottinghamshire’s families.

Establishing evaluation and review can be challenging and time consuming at the outset, over time it allows us to gain local evidence of what works, improving effectiveness and increasing the positive impact we can have on families’ lives. It is vital that families are involved in evaluating the services they receive, and their views and perspectives form part of the evidence collected.

Service Level Evaluation

Services will be responsible for examining their work with families, and assessing its quality, effectiveness and the extent to which families’ needs were met by the support offered. Across Nottinghamshire, this will be achieved through the use of the single assessment process. The Family and Parenting Strategy group will also develop a wider evaluative framework.

Evaluation of the Strategy

The action plan will be monitored and reviewed quarterly by the Family and Parenting Strategy Group, with stakeholders taking responsibility for ensuring that data and information are available for review. The strategy itself will be evaluated shortly before the end of the two year period, to

¹² Parenting Programmes Literature Review (2014) produced as part of the Knowledge Transfer Partnership project.

establish what its effects have been for partners, staff and families. These groups will also be involved in planning for future actions and any further strategic plans.

Next steps

On behalf of the Nottinghamshire Children's Trust, the Family and Parenting Strategy group will:

- ensure that the strategy is shared and implemented across the full range of partners and their services
- review the strategy and its action plan at its quarterly meeting

Appendix 1 – Action Plan

What are trying to achieve	Why we are doing this?	Actions	How will we measure progress?	Lead	Timescale	Review
We will take a co-ordinated multi agency approach to planning and delivering parenting support at all levels	<p>Whilst planning and delivery of family and parenting support has been coordinated and well managed in the past, there is currently a lack of clarity and direction</p> <p>Resources and funding are extremely limited and diminishing. It is vital we increase coordination and integrated planning to ensure we can continue to deliver efficient and effective services</p>	<p>All services responsible for providing family and parenting support will ensure that they are represented at the F+PS Group</p> <p>Providers of parenting support will meet at least twice a year on a locality basis to plan parenting support</p> <p>Carry out multi - agency skills audit across services and carry out training needs analysis</p>	<p>Strategy is successfully implemented. Each agency has identified a parenting champion.</p> <p>Each locality has multi-agency six month parenting support plan in place</p> <p>Learning from Family Service model rolled out across services</p> <p>Practitioners are supported in developing the core competencies in Appendix 5</p>	F+PS Group	November 1 st 2015	November 27 th 2015
<p>We will influence commissioners to commission evidence based parenting support</p> <p>We will work with commissioners to develop a clear , integrated commissioning process for family</p>	<p>The evidence used to inform commissioning is currently inconsistent, and lacks rigour</p> <p>An understanding of the importance of international academic evidence for support options exists. However little emphasis is currently given to local data collection to provide evidence of the impact of</p>	<p>Develop a common understanding of the use of good evidence through KTP and communicate with partners, commissioners and practitioners</p> <p>We will ensure that commissioners get regular data and feedback to inform commissioning</p> <p>We will identify where commissioning of parenting support will sit within the existing governance structures</p>	<p>The F+PS Group will collect and distribute data and info around effective parenting support</p> <p>Actions from plan to be reviewed by F+PS Group every quarter</p> <p>Six monthly review – informed by partner involvement</p> <p>There will be a full menu of family and parenting support available which meets the needs of families</p>	Rachel Clark and KTP	September 2015 - July 2016	At each strategy meeting

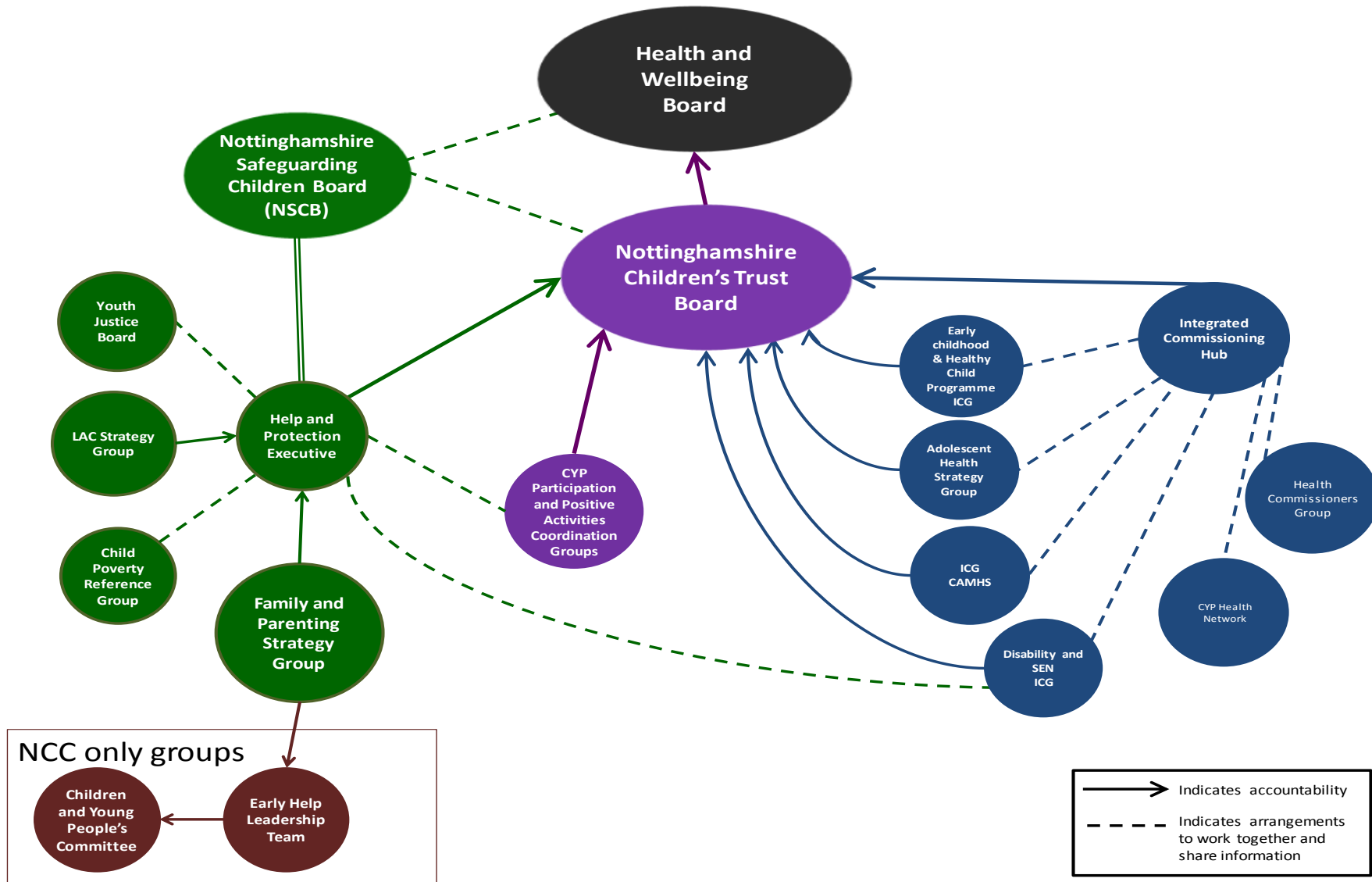
What are trying to achieve	Why we are doing this?	Actions	How will we measure progress?	Lead	Timescale	Review
and parenting support	support offered in Nottinghamshire		from Levels One to Four on the Pathway to Provision			
Families should be involved in planning, design and delivery and evaluation of support	<p>Families are frequently involved in consultation about services and programmes once they have been delivered</p> <p>It is significantly less common that families are involved in the planning of support and often findings from consultations are not given sufficient weighting in subsequent decision making</p>	<p>F+PS Group will champion the need for participation with an additional link to participation group</p> <p>F+PS Group is involved in design and delivery of workshops around participation</p> <p>F+PS Group to highlight good practice and share learning with others</p> <p>We will work with agencies to develop volunteering opportunities for parents to deliver parenting programmes</p>	<p>We will work with parents and carers to evaluate the strategy</p> <p>We will deliver workshops and evaluate their impact</p> <p>We will work with the Participation group to evaluate participation and to identify areas for improvement</p> <p>We will have an identified cohort of parents who have been trained as group work co-facilitators</p> <p>Consider using Mystery Shopper approach to measure effectiveness</p>	F+PS Group	April 29 th 2016	May 27 th 2016
We will improve and maintain data collection on family and parenting support	<p>Data collection on parenting programmes is currently inconsistent across the county and within different services</p> <p>Some data is collated or analysed centrally to evidence the impact of family and parenting support, but this is mostly related to Troubled Families</p>	<p>Develop a parenting programme targeting tool to identify appropriate support for families</p> <p>Collect data on all parenting programmes run across the county</p> <p>Ensure all locally developed or adapted parenting programmes are validated</p> <p>Data from parenting programme evaluations, the targeting tool and the validation process will be collated and analysed centrally to measure impact of family and parenting support</p>	<p>Targeting tool will be implemented and data from tool collected. Use of the tool will be evaluated</p> <p>Data collection process to be reviewed and gaps identified and addressed</p> <p>We will audit programme delivery and validate all locally developed or adapted programmes</p>	Rachel Clark and KTP	September 2015-June 2016	At each strategy meeting

What are trying to achieve	Why we are doing this?	Actions	How will we measure progress?	Lead	Timescale	Review
<p>We will ensure that services are available for target vulnerable groups –i.e. fathers, those with learning disabilities, substance misuse, and domestic violence</p>	<p>There is a need for on-going analysis of family’s needs to ensure that support offered is fit for purpose.</p>	<p>Data collected from the parenting programmes targeting tool will be used to identify gaps in current provisions</p> <p>We will work with partners to establish a baseline of the current levels of parenting support offered across the County</p> <p>Evidence on alternative programmes and forms of support will be routinely gathered to inform commissioning</p> <p>We will review current provision for vulnerable groups including parents with learning disabilities, teenage parents, parents with mental health issues and parents with substance misuse issues.</p>	<p>We will collate and review baseline data to establish the level of need in different vulnerable groups.</p> <p>We will monitor the extent to which current provisions meet the needs of vulnerable groups, and plan to commission services where gaps exist.</p>	<p>F+PS Group</p>	<p>April 29th 2016</p>	<p>May 27th 2016</p>

F+PS Group = Family and Parenting Strategy group
 Nottingham Trent University

KTP= Knowledge Transfer Partnership project between Nottinghamshire County Council and

Appendix 2 – Governance Structure Chart



Appendix 3 – References and Related Documents

Children’s Needs – Parenting Capacity, Department for Education (2011)

www.gov.uk/government/uploads/system/uploads/attachment_data/file/182095/DFE-00108-2011-Childrens_Needs_Parenting_Capacity.pdf

Future in Mind, Department of Health (2015)

www.gov.uk/government/uploads/system/uploads/attachment_data/file/414024/Childrens_Mental_Health.pdf

Nottinghamshire Children and Young People’s Mental Health and Emotional Wellbeing Strategy (2014)

www.nottinghamshire.gov.uk/caring/childrenstrust/developmentwork/camhsintegratedcommissioning

Nottinghamshire Children’s Trust Early Help Development Plan (2013-2016)

www.nottinghamshire.gov.uk/caring/childrenstrust/pathway-to-provision/earlyhelpdevelopmentplan/

Nottinghamshire Children’s Trust Young People and Families Participation Strategy (2014-2016)

www.nottinghamshire.gov.uk/care/childrens-social-care/nottinghamshire-childrens-trust/children-young-people-and-families/children-young-people-and-families-plan-2014-to-2016

Nottinghamshire County Council Child Poverty Strategy Refresh (2014)

<http://www.nottinghamshire.gov.uk/care/childrens-social-care/nottinghamshire-childrens-trust/child-poverty>

Nottinghamshire County Council Health and Wellbeing Strategy (2014-2017)

www.nottinghamshire.gov.uk/caring/yourhealth/developing-health-services/health-and-wellbeing-board/strategy/

Nottinghamshire Looked After Children Strategy (2015-2018)

www.nottinghamshire.gov.uk/media/2407/looked-after-children-and-care-leavers-strategy-2015-18.pdf

Nottinghamshire SEND Local Offer

nottinghamshire.familyservicedirectory.org.uk/kb5/nottinghamshire/directory/localoffer.page?localofferchannel=0

Nottinghamshire Teenage Pregnancy Integrated Commissioning Strategy (2014-2016)

www.nottinghamshire.gov.uk/caring/childrenstrust/developmentwork/teenage-pregnancy/

Early Intervention: The Next Steps, Allen (2011)

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/284086/early-intervention-next-steps2.pdf

The Munro Review of Child Protection (2011)

www.gov.uk/government/collections/munro-review

The Parliamentary Inquiry into Parenting and Social Mobility, All Parliamentary Group on Parents and Families (2015)

fct.bigmallet.co.uk/sites/default/files/files/Parliamentary_Inquiry_into_Parenting_and_Social_Mobility_-_Final_Report.pdf#overlay-context=Parliamentary-Inquiry-into-Parenting-and-Social-Mobility

SEND Commissioning Strategy (2015)

www.nottinghamshire.gov.uk/caring/childrenstrust/developmentwork/disabilitysenintegratedcommissioning/

Working Together to Safeguard Children: A guide to inter-agency working to safeguard and promote the welfare of children (2015) Department for Education

www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf

Appendix 4 – Quality Standards Framework

Core competencies for parenting work

1. An understanding of child development
2. An up to date knowledge of effective safeguarding practice
3. An understanding of adult learning techniques
4. Group work and facilitation skills
5. A willingness to engage in reflective supervision
6. Coaching skills
7. An ability to work in partnership with parents and with other services
8. An understanding of the impact of poverty on families lives and the potential impact of parenting on lifting children out of poverty
9. Assessment and analysis skills
10. An ability to work in a strengths based way
11. A willingness to engage in training in evidence based programmes