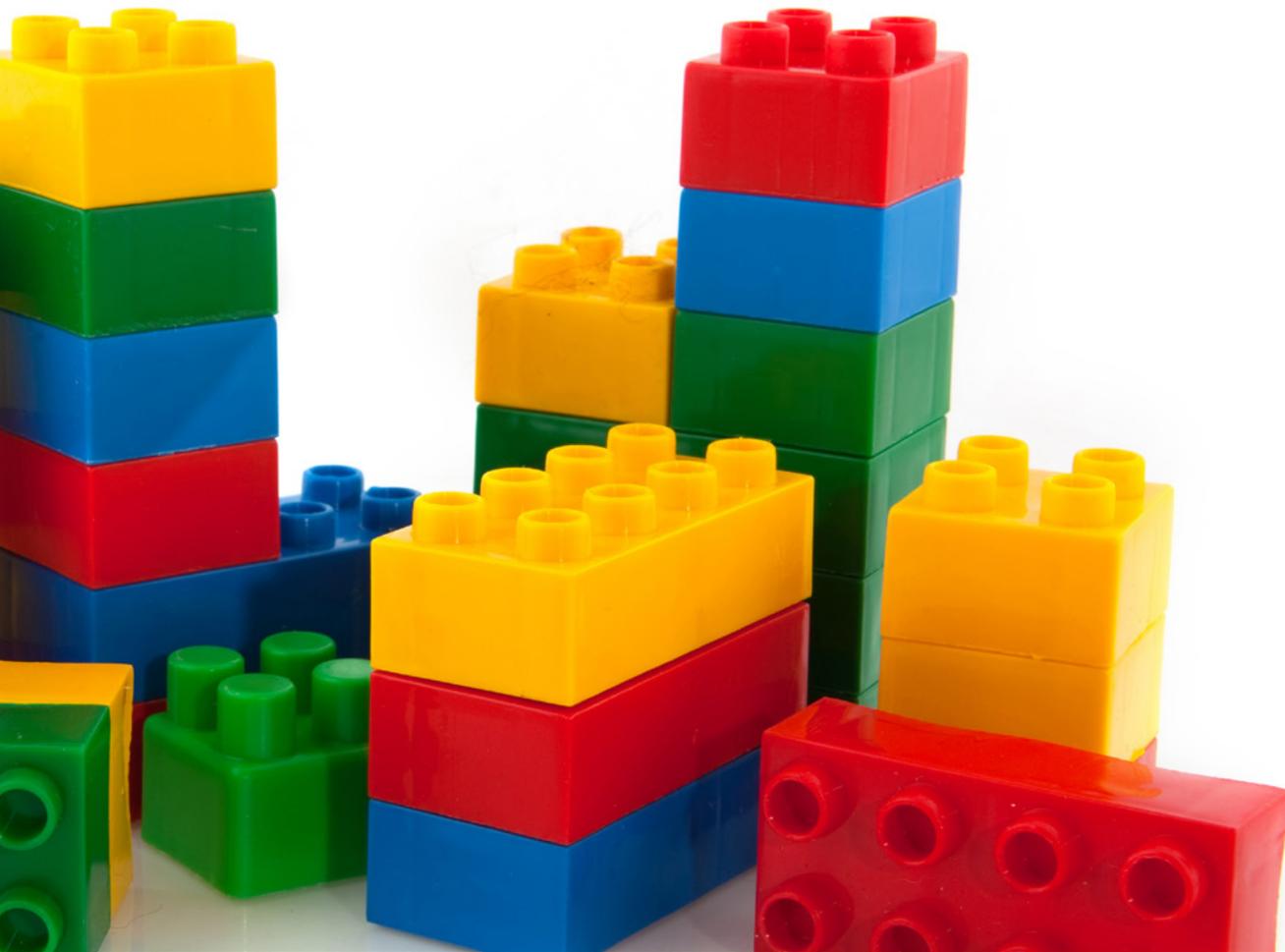




Early Years in Fife

building the
**South West Fife
Family Nurture Hub**

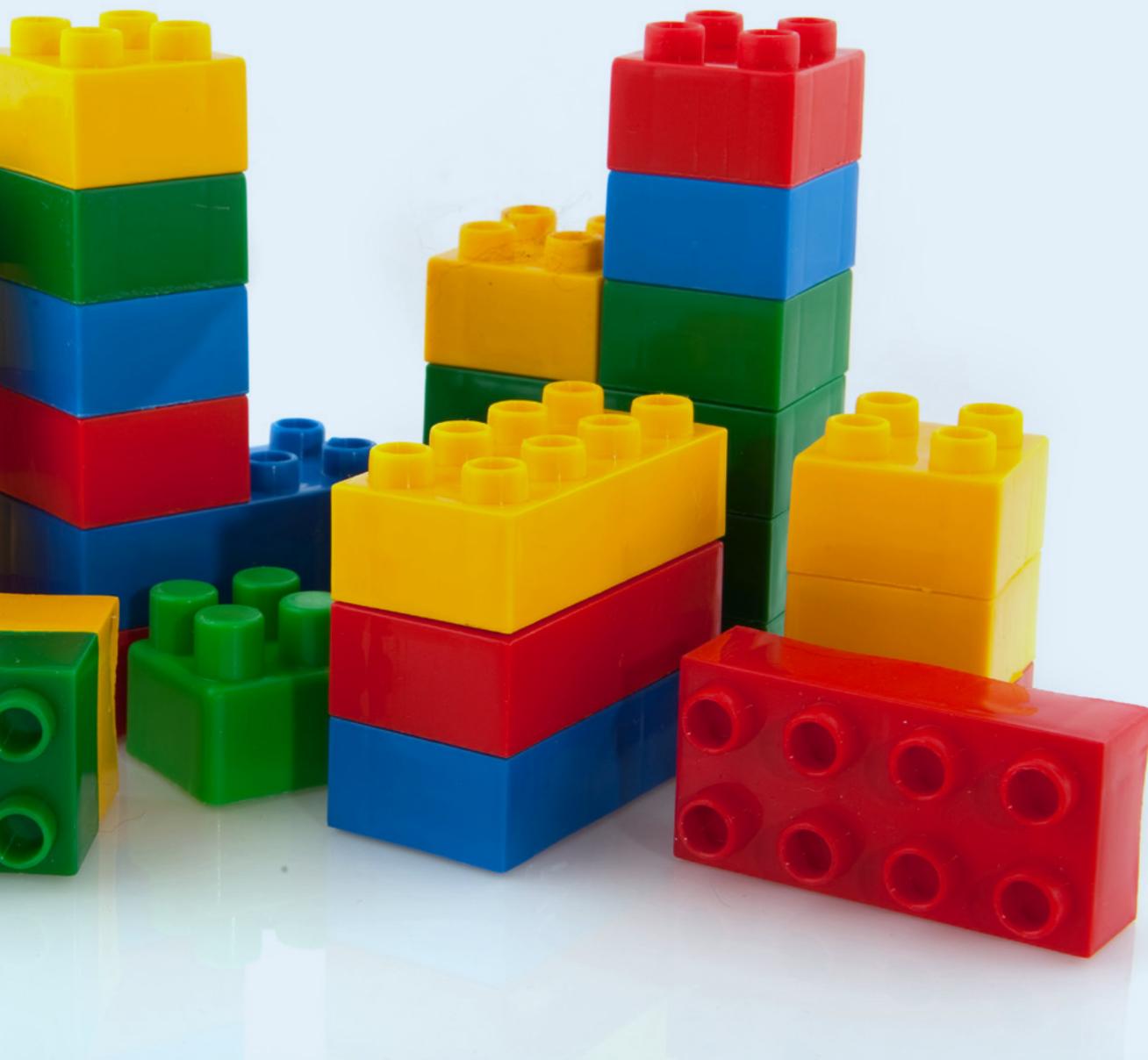
briefing paper: august 2014



Working together to give children the best start in life



This paper outlines the background of the development of the South West Fife Family Nurture Hub (SWF FNH) giving a detailed background of the national and local influences which brought about the decision to pilot a public social partnership in SW Fife.



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Context of the SWF Family Nurture Hub

How the SWF Family Nurture Hub Fits into the Wider Context



National Context & Background

The National Early Years Taskforce was established in 2011 to help accelerate the implementation of the **Early Years Framework**¹.

Executive Summary from the Early Years Framework

Why an early years and early intervention framework?

What happens to children in their earliest years says much about our society and is key to outcomes in adult life. This is now supported by a wide range of research evidence from education, health, justice and economic experts. This framework at its simplest is about giving all our children the best start in life and the steps the Scottish Government, local partners and practitioners in early year's services need to take to start us on that journey.

Early years and early intervention

For the purposes of this framework, we are defining early years as pre-birth to eight years old. This broad definition of early years is recognition of the importance of pregnancy in influencing outcomes and that the transition into primary school is a critical period in children's lives. Many aspects of this framework are equally relevant to children beyond the age of eight.

At the heart of this framework is an approach which recognises the right of all young children to high quality relationships, environments and services which offer a holistic approach to meeting their needs. Such needs should be interpreted broadly and encompass play, learning, social relationships and emotional and physical wellbeing. This approach is important for all children but is of particular benefit in offering effective support to those children and families requiring higher levels of support.

Early intervention has relevance to a wide range of social policy but it is particularly relevant in early years, which will often be the earliest and best opportunity to intervene. We have identified four principles of early intervention. In short, these are: we want all to have the same outcomes and the same opportunities; we identify those at risk of not achieving those outcomes and take steps to prevent that risk materialising; where the risk has materialised, we take effective action; we work to help parents, families and communities to develop their own solutions, using accessible, high quality public services as required.

A new level of ambition in early years

This framework starts from an analysis of the type of experiences that will support positive outcomes for children, based on evidence from research and from work with parents and children. This provides the basis for a new vision for early years that reflects the high ambitions that the Scottish Government and local government have for early years.

The vision establishes a new conceptualisation of early years - that children should be valued and provided for within communities; the importance of strong, sensitive relationships with parents and carers; the right to a high quality of life and access to play; the need to put children at the centre of service delivery; to provide more support through universal services when children need it; and that children should be able to achieve positive outcomes irrespective of race, disability or social background.

Parents and communities play a crucial role in outcomes for children. That role needs to be valued by parents and communities themselves, but also supported by the community planning process. The vision also highlights the importance of high quality, flexible and engaging services delivered by a valued and appropriately qualified workforce in delivering the ambitions of this framework.

¹ <http://www.scotland.gov.uk/Publications/2009/01/13095148/5>

Putting the vision into action

These ambitions cannot be achieved by a business as usual approach. Transformational change is required, and 10 elements of transformational change have been identified. These are:

- a coherent approach;
- helping children, families and communities to secure outcomes for themselves;
- breaking cycles of poverty, inequality and poor outcomes in and through early years;
- a focus on engagement and empowerment of children, families and communities;
- using the strength of universal services to deliver prevention and early intervention;
- putting quality at the heart of service delivery;
- services that meet the needs of children and families;
- improving outcomes and children's quality of life through play;
- simplifying and streamlining delivery;
- more effective collaboration.

Moving forward

Single outcome agreements and the community planning process will be the key local mechanisms for putting this framework into practice. In doing so, the focus will remain on outcomes rather than inputs, and we will work to develop better indicators of outcomes from early years policies and services. The Scottish Government and local partners will continue to work closely in partnership in taking forward action, some key elements of which are likely to include: more help to develop parenting skills within antenatal and postnatal care and developing the

capacity needed to deliver this; a renewed focus on 0-3 as the period of a child's development that shapes future outcomes; breaking down barriers between education and childcare through a move towards more integrated, flexible services; improving play opportunities and addressing barriers to play; more consistent access to intensive family support services in the early years; more help for informal support networks; nurseries, schools and childcare centres developing their role in family and community learning; adult services such as housing, transport and development planning putting a greater focus on the needs of young children and families; developing common values in the workforce, enhancing workforce skills and developing broader workforce roles; building on work already in progress through Getting it Right for Every Child and Curriculum for Excellence to provide child-centred, outcome-focused services

Resources

We recognise that these are high ambitions at a time when there will be no new money available for implementation. This framework can only be taken forward by realigning and prioritising resources to offer more effective support to all families and to enable help to be provided earlier to children and families requiring additional support. We believe that the improvements that are envisaged offer significant economic as well as social dividends for communities - in the short and medium-term helping to support employment and enhance productivity and in the longer term to improve a range of outcomes and reduce the need for costly crisis interventions. A simpler, integrated structure of services also has significant potential to deliver greater value for money. We do not underestimate the challenge of reallocating resources while continuing to help those who need our support now; but we believe that it is essential that we strive to do so.

Key Background Reports

National reports such as the **Christie Commission**², **Growing Up in Scotland study**³ and the **Graham Allen Reports**^{4,5} all give convincing evidence to shift spend towards prevention and early intervention and give us evidence on what works. This substantial National evidence base of what works has informed the development in Fife of 'The Family Nurture Approach'.

Christie states:

Reforms must aim to empower individuals and communities receiving public services by involving them in the design and delivery of the services they use.

- *Public service providers must be required to work much more closely in partnership, to integrate service provision and thus improve the outcomes they achieve.*
- *We must prioritise expenditure on public services which prevent negative outcomes from arising.*
- *And our whole system of public services— public, third and private sectors – must become more efficient by reducing duplication and sharing services wherever possible. Experience tells us that all institutions and structures resist change, especially radical change. However, the scale of the challenges ahead is such that a comprehensive public service reform process must now be initiated, involving all stakeholders.*

The greatest challenge facing public services is to combat the negative outcomes for individuals and communities arising from deep-rooted inequalities. This challenge is not new but public policy has failed consistently to resolve it, despite political initiatives and the strong growth in public spending in the first decade of devolution.

Part of the problem has been a failure to prioritise preventative measures; a weakness which helps trap individuals and communities in a cycle of deprivation and low aspiration. The evidence we received makes the case for far-reaching transformation of public services and highlights clearly several areas for positive change: Rather than repeat the mistakes of our recent history, we need to steer a different course towards holistic public service reform, which is driven by values, which is evidence based, and importantly, which is unapologetic in its ambition to improve outcomes.

A first key objective of reform should be to ensure that our public services are built around people and communities, their needs, aspirations, capacities and skills, and work to build up their autonomy and resilience. A second key objective of reform should be to ensure that public service organisations work together effectively to achieve outcomes - specifically, by delivering integrated services which help to secure improvements in the quality of life, and the social and economic wellbeing, of the people and communities of Scotland.

The Growing Up in Scotland (GUS) reports^{6,7} recognise the high importance of maternal mental health:

'A mentally healthy childhood can be a precursor to a healthy and productive adulthood. Children's development can be affected by their socio-economic circumstances, but also by the emotional climate within the home, including the quality of relationships between a child's parents, the supports that are available to a family and by the health and well-being of the child's primary care-givers.'

² <http://www.scotland.gov.uk/Resource/Doc/352649/0118638.pdf>

³ <http://www.scotland.gov.uk/Publications/2007/01/17162004/0>

⁴ <https://www.gov.uk/government/publications/early-intervention-the-next-steps--2>

⁵ <http://grahamallenmp.co.uk/static/pdf/earlyintervention-smartinvestment.pdf>

⁶ <http://www.scotland.gov.uk/Resource/Doc/310448/0097971.pdf>

⁷ <http://growingupinScotland.org.uk/wp-content/uploads/2013/05/GUSYear5parentingbriefing.pdf>

'A woman is more likely to be admitted to a psychiatric hospital in the three month period following childbirth than at any other time in her life (Kumar, 1982). While only a very small number of women – approximately 1-2 per thousand – will experience a severe postpartum psychosis (Kendall et al., 1981), surveys suggest that between 10-17% of all deliveries are followed by a depressive episode that would be regarded as indicative of clinical depression, although this may never come to the attention of health professionals (Cox et al., 1982; Kumar and Robson, 1984).'

Supporting mothers with mental health problems may have a direct impact on young children's development and well-being and could enhance children's early school experiences.

In Graham Allen's summary of his second report from 2011:

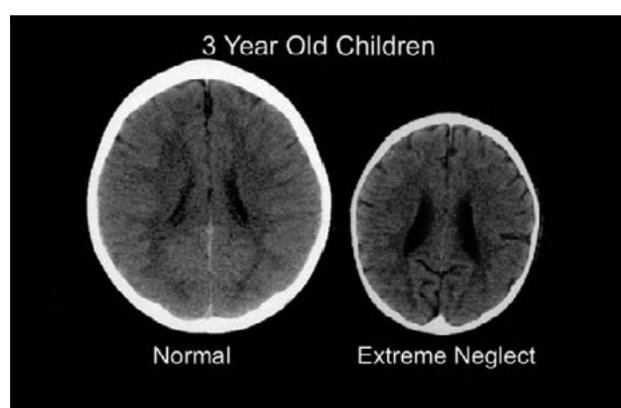
"In this first report I use the term Early Intervention to refer to the general approaches, and the specific policies and programmes, which help to give children aged 0–3 the social and emotional bedrock they need to reach their full potential; and to those which help older children become the good parents of tomorrow.

The rationale is simple: many of the costly and damaging social problems in society are created because we are not giving children the right type of support in their earliest years, when they should achieve their most rapid development. If we do not provide that help early enough, then it is often too late. Here are just a few illustrations from the literature:

- *A child's development score at just 22 months can serve as an accurate predictor of educational outcomes at 26 years.*
- *Some 54 per cent of the incidence of depression in women and 58 per cent of suicide attempts by women have been attributed to adverse childhood experiences, according to a study in the US.*
- *An authoritative study of boys assessed by nurses at age 3 as being 'at risk' found that they had two and a half times as many criminal convictions as the group deemed not to be at risk at age 21. Moreover, in the at-risk group, 55 per cent of the convictions were for violent offences, compared to 18 per cent for those who were deemed not to be at risk.*

Using our brains

Chapter 2 describes crucial areas of brain development in the first years of life, and suggests why these years may be so predictive of future outcomes. A key finding is that babies are born with 25 per cent of their brains developed, and there is then a rapid period of development so that by the age of 3 their brains are 80 per cent developed.



In that period, neglect, the wrong type of parenting and other adverse experiences can have a profound effect on how children are emotionally 'wired'. This will deeply influence their future responses to events and their ability to empathise with other people.

This is not to say that development stops at age 3 – far from it; but the research indicates that we need to intervene early to make sure that our children get the best possible start in life. We need to keep supporting them throughout childhood in ways which help them reach the key milestones of social and emotional development.

The social and economic benefits of intervening early

Chapters 3 and 4 explore the social and economic benefits of Early Intervention.

Early Intervention to promote social and emotional development can significantly improve mental and physical health, educational attainment and employment opportunities. Early Intervention can also help to prevent criminal behaviour (especially violent behaviour), drug and alcohol misuse and teenage pregnancy.”

The Growing Up in Scotland Report⁸

“Many parents have limited knowledge of a range of services and policies specifically aimed at supporting their parenting and their child’s development. Unlike with informal support, there is no obvious match between need of support and the likelihood of receiving it. It is not surprising that the SureStart programme is not well known to parents as the range of services funded by SureStart are not only targeted at a particular group of vulnerable children but are also delivered locally in many shapes and forms that are not necessarily identified as Sure Start. However, it seems that the web-based and phone line services that seek to be accessible (Parentline Scotland and Childcare Link) need a much higher profile if they are to be part of the repertoire of resources available to the majority of parents, including parents in more disadvantaged circumstances. As research on service use has demonstrated, knowledge of services, often a prerequisite to accessing their support, varies with levels of education and socio-economic status. The better educated and more advantaged mothers are the most informed. As well as typically lacking the advantages of high levels of education and income, lone parents, by definition, are without a co-resident partner to act as another pair of ears. Lone parents and young first-time mothers are less likely to have information about services and to know about and attend mother and baby or mother and toddler groups. They were also more likely to feel shy or awkward about attending if they were aware of such groups.”

⁸ <http://www.scotland.gov.uk/Resource/Doc/163083/0044329.pdf>

Other Important Influences

The Early Years Collaborative⁹

This was established at the beginning of 2013, it is a coalition of Community Planning Partners, including social services, health, education, police and third sector professionals that have started to work towards three ambitious aims to improve children's start in life:

- By end 2015, reduce the rate of stillbirths and infant mortality by 15 per cent;
- By end 2016, ensure that 85 per cent of all children in each Community Planning Partnership meet all expected developmental milestones at the child's 27-30 month child health review;
- By end 2017, ensure that 90 per cent of all children in each Community Planning Partnership have reached all expected developmental milestones by the time the child starts primary school.

The Collaborative will help organisations to close the gap between what we know works and what we do by:

Creating a structure in which partners can easily learn from each other and from recognised experts in areas where they want to make improvements.

Supporting the application of improvement methodology to bridge the gap between what we know works and what we do.

The new approach to better support children and families, has attracted interest from America and Europe and will enable experts to learn, share and work together to the benefit of local communities.

Sir Henry "Harry" Burns is the professor of global public health, University of Strathclyde, having been the Chief Medical Officer for Scotland from September 2005 to April 2014. Sir Harry has been a huge influence in the development of the Early Years Collaborative in Scotland.



Sir Harry Burns

"Supporting parents, and providing services which increase stability in their lives, means children are more likely to perform better at school, become more resilient in their response to challenge, and develop into healthy adults."

Sir Harry Burns,
Scotland's Former Chief Medical Officer

⁹ <http://www.scotland.gov.uk/Topics/People/Young-People/early-years/early-years-collaborative>

Getting It Right For Every Child (GIRFEC)¹⁰

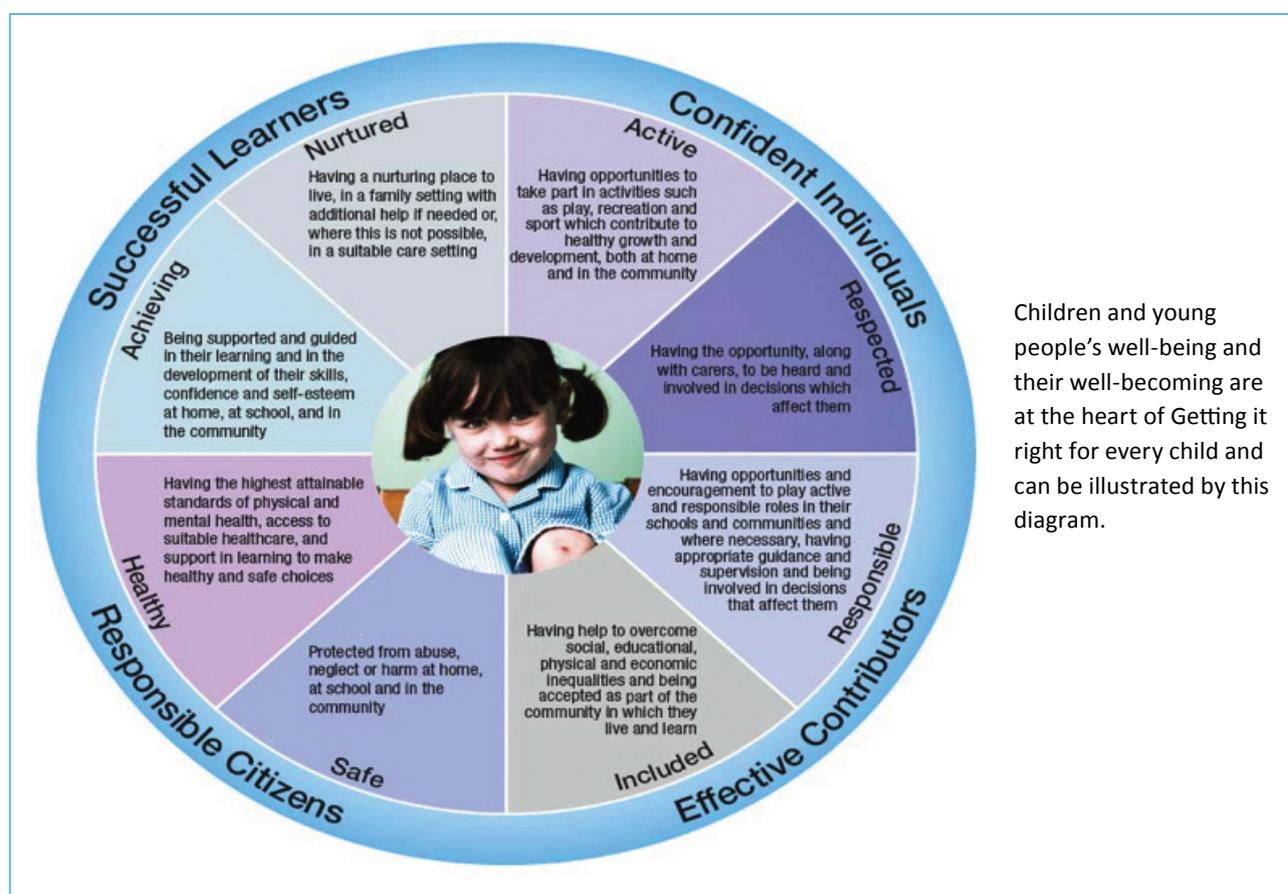
This is a consistent way for people to work with all children and young people. It's the bedrock for all children's services and can also be used by practitioners in adult services who work with parents or carers.

The approach helps practitioners focus on what makes a positive difference for children and young people – and how they can act to deliver these improvements. Getting it right for every child is being threaded through all existing policy, practice, strategy and legislation affecting children, young people and their families.

What Getting it right for every child means

For children, young people and their families:

- They will feel confident about the help they are getting
- They understand what is happening and why
- They have been listened to carefully and their wishes have been heard and understood
- They are appropriately involved in discussions and decisions that affect them
- They can rely on appropriate help being available as soon as possible
- They will have experienced a more streamlined and co-ordinated response from practitioners



Children and young people's well-being and their well-becoming are at the heart of Getting it right for every child and can be illustrated by this diagram.

¹⁰ <http://www.scotland.gov.uk/Topics/People/Young-People/gettingitright>

Partners for Change (Pfc)

In its Enterprising Third Sector Support Programme 2012-15, the Scottish Government has a stated aim to open up Public Sector markets to Third Sector providers. Similarly, the Procurement Reform Bill is part of the Scottish Government's continuing public procurement reform programme that aims to "achieve value for money on a whole life basis and generate benefits not only to the organisation, but also to society, the economy and the environment".

Partners for Change is a 2-year Scottish Government funded programme designed to bring Public Sector and Third Sector 'Early Years' commissioners and service providers together at a local level with the specific aim for Third Sector organisations to play a greater and more meaningful role in the planning and delivery of efficient, high quality 'Early Years' services for the people and communities of Fife, through an earlier and deeper engagement in service design, commissioning and procurement activities.

In the first half of 2013, Fife Council, in conjunction with members of its Early Years Strategy Group from NHS Fife and the Third Sector, participated in the Partners for Change process to review delivery of Early Years services in Fife and explore the opportunities to involve the Third Sector earlier and more deeply in the planning and delivery of Early Years services. The 3-month process resulted in the development of an Early Years Commissioning Improvement plan for Fife that supports new preventative service redesign funded by additional Early Years' Fife Council monies and will result in the creation of an overarching Commissioning Policy; piloting of the Public Social Partnership model; and a focus on redesigning the way in which Early Years' outcomes are measured in Fife.

Several sessions were attended by significant partners across Fife supported by CEIS¹¹, Social Value Lab¹² and Ready for Business¹³ to create a commissioning framework document - Fife Early Years 'Partners for Change' – Commissioning Improvement Plan¹⁴. These sessions were supported and attended by high level Council Officers and Elected Members including David Ross, then the Depute Leader and currently the Leader of the Administration and former Chief Executive Officer for Fife Council – Ronnie Hinds. This process resulted in the decision to follow a Public Social Partnership model. See link for Fife's case example¹⁵.

The Council has committed £500,000 to the third sector to lead on the development of the Public Social Partnership to be piloted over the next 2 years to create a family nurture hub in south west Fife. This will be facilitated by Fife's third sector interface organisation - Fife Voluntary Action.

Links to Fife's wider strategy and the Family Nurture Approach

Fife Council has invested £7.8 million over the next three years to improve early years' services. The programme known as the Family Nurture approach has been developed taking in to account all relevant research and policy within the context of Breaking the Cycle of Disadvantage. The Family Nurture Approach considers how services support children aged 0 to 3 and their parents and carers, in the most vulnerable groups. A key area for investment under the programme includes establishing a Family Nurture Centre lead by the Third Sector in in South West Fife.

(Archived news: published on Wednesday 06 Feb 2013 by Fife Council).

¹¹ <http://ceis.org.uk/>

¹² <http://www.socialvaluelab.org.uk/>

¹³ <http://readyforbusiness.org/>

¹⁴ http://readyforbusiness.org/wp-content/uploads/2013/06/cs-Fife_Corporate_PfC.pdf

¹⁵ <http://readyforbusiness.org/wp-content/uploads/2013/06/cs-FifeEarlyYearsPfC.pdf>

The Family Nurture Approach in Fife

The Family Nurture Approach is a transformational change programme designed to ensure children and particularly vulnerable children have the best start in life. The model is consistent with the principles of Getting It Right for Every Child, the Early Years Collaborative Methodology and National Parenting Strategy. The aim of the programme is not to provide a short term injection of resources to deliver services but an investment to create long term sustainability through service improvement and redesign. This will be done by ensuring;

- A Multi agency approach to all early years work.
- An organisational development programme to improve the way we engage and empower families.
- Adopting an asset based approach within local communities.

The programme focuses on service improvement in the early years building on the strength of universal services to try to ensure services are accessible and non-stigmatising, particularly for families who have additional needs and vulnerabilities. Particular importance will be given to:

- Attachment relationships and Parenting.
- Early Literacy and Communication.
- Building individual and Community Capacity.

The model takes into account the demographics of each of the seven localities in Fife recognising not one size fits all. In the South West of Fife a Public Social Partnership has been developed due to the diversity of the area and the need to ensure services are flexible and responsive to families and communities. This will build on the strength of universal services and more specifically encourage a more collaborative approach to the delivery of services led by the Third Sector. The Third Sector has a track record of engaging with families who may not traditionally access universal or specialist services. This is an innovative opportunity to develop a collaborative approach as part of the wider Family Nurture Work.

A strategic group has been set up to drive forward the Fife wide Family Nurture Approach to ensure all activities are integrated and complimentary to ongoing work across the seven areas. The group will provide advice; guidance and support to maintain progress across the seven localities and will take full account of activities progressed in the South West whilst recognising that a specific Governance group has been set up for the Family Nurture Hub.

Although there are distinct themes across each of the seven localities of Fife there are also common elements relating to service design and delivery. To address factors such as the coordination of support a short life Service Pathway group has been established. The task of this group is to develop a pathway which supports families' access to services within a staged intervention model, (Pre birth to eight years of age). The aim of this work is to reduce duplication of services and provide the right type of support to families when they need this.

The development of a Third Sector led Nurture Hub in SW Fife will also consider Fife's Community Plan 2011-2020 Outcomes¹⁶ by reducing inequalities through increasing the capability of Fifers to take action and make a difference to their communities; improving early years development of children in Fife; improving the health of Fifers and narrowing the health inequality gap. The Plan highlights the importance of developing and sustaining prevention and early intervention. The Early Years Strategy Group is committed to working in partnership across the community planning partners to deliver prevention and early intervention based on a firm evidence base of what works. **The Executive Committee report on Strengthening Early Intervention of 11 September 2012**¹⁷ outlined why we should invest more in the early years. **The Early Years Strategic Plan 2011-2014**¹⁸ key priorities are: Breaking the cycle of poverty, inequality and poor outcomes in and through early years; improving outcomes and children's quality of life through play; putting quality at the heart of service delivery to meet the needs of children and families.

¹⁶ http://publications.1fife.org.uk/uploadfiles/publications/c64_Fife_Community_Plan_2011_2020.pdf

¹⁷ http://view.officeapps.live.com/op/view.aspx?src=http%3A%2F%2Fadmin.1fife.org.uk%2Fuploadfiles%2Fpublications%2Fc64_Item14-Early-Years-StrengtheningEarlyIntervention.doc

¹⁸ http://publications.1fife.org.uk/uploadfiles/publications/c64_FifeEarlyYearsStrategy2011-14.pdf

Public Social Partnership (PSP)

Public Social Partnership (PSP) is a new approach to public service delivery. The most successful examples of PSP are founded upon a co-planning approach, whereby partners from the public sector and the social economy sector share responsibility for service design, in order to optimise outcomes for service users.

The Scottish Government has recognised the valuable role that social enterprises and voluntary organisations play in the delivery of public services in Scotland. The Scottish Government has emphasised that, for the public sector, the social economy sector's proven ability to innovate and experience in working with particular client groups can provide the opportunity for wider social benefit when the two work together to deliver public services. These wider social benefits represent social added value for the public sector, and have the potential to contribute to the attainment of Best Value.

Public Social Partnerships (PSPs) bring together Local Authorities and voluntary sector organisations and social enterprises to create well-designed services that benefit the local community. The PSP model aims to break down the barriers to Local Authorities procuring services from social enterprises. PSPs involve service users in the design of the services and the model allows contracts to reflect the added benefits that community organisations can bring to the running of services by including a community and/or environmental benefit clause. PSPs are based on the Italian 'co-planning' model which has been very effective in helping social enterprises to win contracts with the public sector in Italy. PSPs are new to the UK and are being piloted in Scotland through the European-funded EQUAL project. There are two PSP pilots running, one in Renfrewshire and one in North Lanarkshire.

The Scottish Government funded a programme to develop 10 public-social-partnerships in Scotland between 2009 and 2011. These partnerships (known as PSPs for short) build on the Italian concept of co-planning.

The Scottish Government has published guidance¹⁹ for the PSP process.

A Public Social Partnership is 'A strategic partnering arrangement which involves the third sector earlier and more deeply in the design and commissioning of public services' (Scottish Government, 'A Formal Guide to Forming & Operating Public Social Partnerships' July 2011).

- Voluntary partnerships involving one or more organisation from both the public and third sectors, and potentially from the private sector.
- Based on co-planning approach where organisations jointly design services based on service user needs, with the model building in an opportunity to pilot services to ensure effectiveness.
- Requires resources (financial and/or people) to be contributed by all parties.
- The public and third sector organisations share responsibility for managing the PSP, designing and piloting the services.
- Once piloted, the new service can be competitively tendered.

¹⁹ <http://www.scotland.gov.uk/Topics/People/15300/enterprising-organisation/PSPGuidance2011>

PSP Mythbusting

A PSP is . . .

- A structured way of addressing service re-design.
- A way of deriving greater social value and community benefit.
- Embedded in the commissioning and procurement lifecycle.
- An equal partnership.
- A repetitive process of improvement.

A PSP isn't . . .

- A rigid model applied to all change scenarios.
- A way of avoiding existing procurement regulations or thresholds.
- Reliant on long term grant funding.
- A way of obtaining each other's Intellectual Property.
- A quick fix.
- Discriminatory against smaller providers.

Benefits of PSP

Diverse Provider Market

The model helps engage Third Sector providers.

Cultural Change

Equal partnership between organisations breaks down barriers and encourages collaboration.

Cycle of Piloting

Allows testing before tendering, so addresses operational issues and user feedback into the final design.

Sustainability

Supports the growth and strengthening of the Third Sector markets, thereby promoting sustainability.

Better Outcomes for Users

The inclusion of users in the process gives more choice and control over what and how services are delivered.

Embedding Social Value

Community benefit clauses can be included in the tendering process to ensure the service delivers economic and social value.

Key message from Scottish Government regarding family support PSP

Scottish Government will endeavour to develop family support services across Scotland which achieves the following outcomes:

- Earlier identification of families in need of support.
- Greater and more effective engagement with 'hard to reach' families.
- Supporting families who are 'just coping' to minimise risk of crises.
- Reducing the need for statutory interventions for families at risk.
- Supporting vulnerable families to make effective / appropriate use of mainstream and community facilities.
- Greater accessibility and sensitivity of mainstream services to the needs of a diverse range of families.
- More responsive and flexible services, working together to meet the needs of families.

Stages of a Public Social Partnership

Creating a PSP:

Defining the vision for your PSP

Defining the expected outcomes of the PSP

Identifying the best ways in which to share resources

Definition of clear milestones, associated timescales, and Key Performance Indicators (KPIs) through detailed project planning

Developing a PSP:

Defining user needs

Identifying key outcomes for service users

Working through the commissioning process: developing service specifications and designing services which meet needs

Piloting designed services and implementing change where required

Managing and Sustaining a PSP:

Diagnostic analysis of current position against plan at regular intervals

Programme Management assistance

Ongoing performance management of KPIs against target

Ensuring knowledge is captured and shared

A 'critical friend' to continually review progress and support improvement where necessary

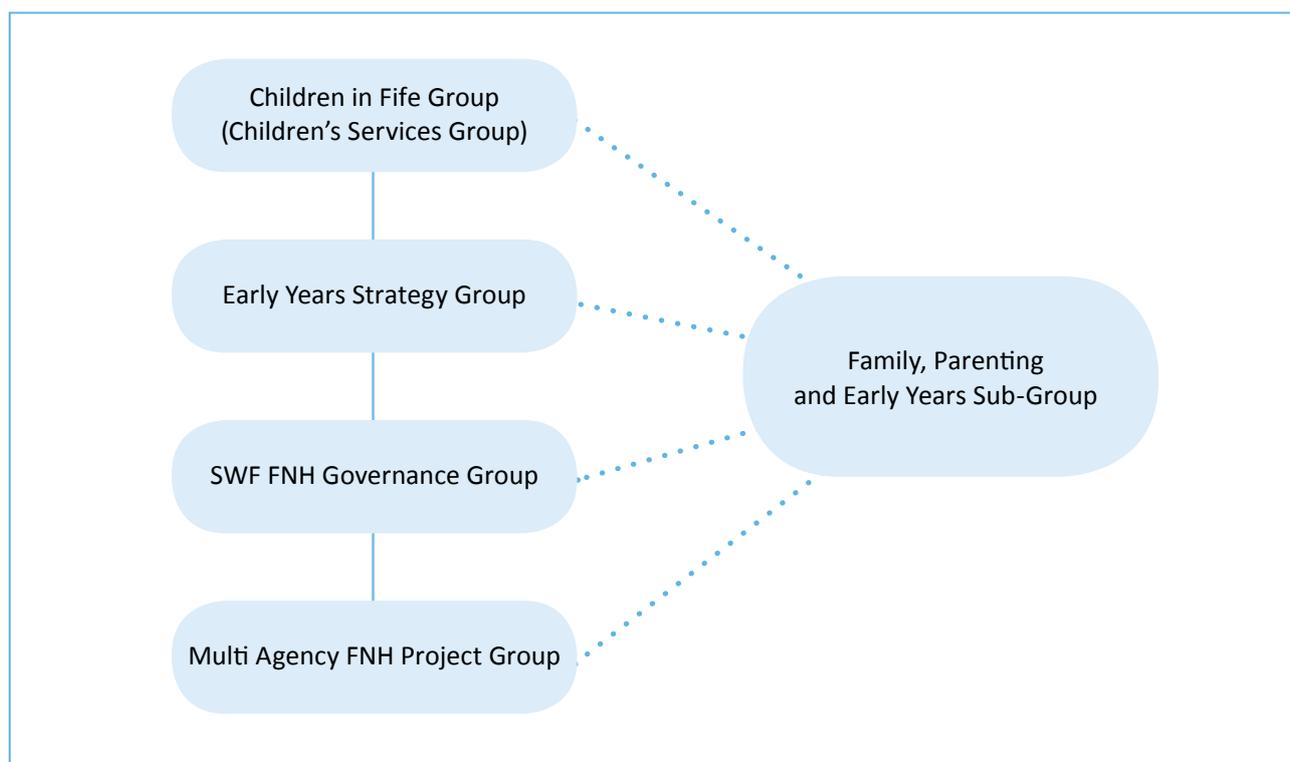
Procurement

A Project Manager has been employed to facilitate the PSP process following the guidance developed by Ready for Business with the Scottish Government. A Strategic **Governance Group** has been set up with representation from both the Public and Third Sector partners to maintain the PSP principle of equal partnership, and allow key decisions and approval processes to be made jointly. The group will sign off the Memorandum of Understanding, project plans and expenditure. It will exercise functional and financial authority to support the project and receive reports from the project manager.

Managed by the Project Manager, the PSP **project team** assumes responsibility for progressing the project and completing tasks which have been identified in the project plan. Progress made by the Project Team is collated and monitored by the Project Manager and is fed into the Governance Group/Project Board. Membership is shared between public and third sector representatives with key involvement from those who use services, their families and carers.

The Hub in Detail

SW Fife Family Nurture Hub Governance Structure



The SW Fife Family Nurture Hub will bring together third sector agencies to co-design and produce services with parents and families of 0-3 year olds, the statutory sector and the local community to provide holistic support and advice services across the area. The Hub will have a focus on vulnerable families with children between the ages of 0-3:

- To develop language.
- To improve attachment.
- Break cycles of disadvantage in local communities.
- Provide information and advice.
- One to one specialist family support.
- Intensive interventions.
- Co-facilitate groups and workshops.

Memorandum of Understanding (MoU)

This document has been signed by the representatives of the various services and organisations in the governance Group. The MoU will be reviewed periodically by the group as and when required.

Project Development

The Hub is being developed over a two year period with an 18 month window to run a pilot:

Project Plan - South West Family Nurture Hub								
Year 1				Year 2				Year 3
Q1 Oct - Dec 2013	Q2 Jan - Mar 2014	Q3 April - June 2014	Q4 July - Sept 2014	Q1 Oct - Dec 2014	Q2 Jan - Mar 2015	Q3 April - June 2015	Q4 July - Sept 2015	Q1 Oct - Dec 2015
Stage One								
<ul style="list-style-type: none"> Map and engage with existing services Identify & learn from existing PSPs and virtual hubs 								
	Stage Two							
	<ul style="list-style-type: none"> Establish partners, strategic and operational groups Cost resources and agree budget Recruit staff Community engagement to identify assets and gaps and why some families are not engaging/receiving support Develop ways to engage & evaluate 							
	Stage Three							
	<ul style="list-style-type: none"> Set up IT, referral and monitoring systems Identify, create and test systems and initiatives Trial and review specific activities 							
	Stage Four							
	Analyse and review Pilot to establish criteria for procurement							
	Stage Five							
	Recommendations from short pilot activities which were successful to inform and produce tender for commissioning of PSP							

The Hub will develop an assessment and referral system and run several short pilots over an 18 month period following the Public Social Partnership model with a Plan, Do, Study, Act (PDSA) approach to co-producing a service specification ready to be commissioned at the end of an 18 month test period.

Links have been established with the Family, Parenting and Early Years Sub Group to ensure developments are in line with local priorities informed by the needs assessment carried out by NHS Fife. The information collected from this has been further developed through meetings with key agencies in the area and attending local meetings to raise the profile of the emerging Family Nurture Hub.

Using the Public Social Partnership model with Fife Council and NHS Fife, the South West Fife Family Nurture Hub will aim to transform the way individuals and the community interact with service providers. It will encourage and facilitate local people, parents and families to get involved with supporting the development of children to improve attachment, language and learning in the early years. It will demonstrate how partnership working will bring added value to existing services and improve outcomes for children, families and the overall community which will become rooted and established in the way we work together in the future.

A scoping exercise has been completed by the third sector partners to map existing and suggested provision against the identified needs. This provided a starting point for the development of the Hub to begin to deliver services. These services will be tailored and shaped to emerging need over the timescale of the PSP. An over-arching aim is to develop the capacity and confidence of local people rather than create a dependency on services.

The South West Fife Family Nurture Hub will be a base for 3rd Sector Early Years Support Workers engaging with families, community groups and Early Years Services in South West Fife to jointly develop and enhance existing services to work holistically with the child at the centre.

The five voluntary sector agencies (Aberlour, Barnardo's, Fife Gingerbread, Home Start Dunfermline and SPPA) will work together to deliver joined up services for families with children 0-3 years wrapped around existing universal /statutory provision. The focus will be on supporting those families who are most vulnerable and at high risk of disengaging with universal services and becoming socially excluded.

The South West Fife Family Nurture Hub will add value to the existing services within the area bringing the collective expertise of the voluntary sector agencies and the flexibility of the sector to the area.

The service has been designed from evidence based practice in Early Years which tells us that in order to achieve positive outcomes for children and families the focus of Early Years provision should be on:

- Attachment relationships and parenting
- Early literacy and communication
- Building individual capacity through a strengths based approach.

The needs assessment carried out by NHS Fife within the area has also helped to design our model of delivery consideration has been given to the learning which is emerging from the existing Family Nurture teams.

The development of the Family Nurture Hub will take cognisance of the overall family nurture approach model of service improvement and delivery. This will be based on tailoring services to take account of strengths, gaps, and levels of need within locality areas. In order to develop a specification that involves a collaborative/ integrated model delivered by the Third sector it is important to undertake a process of mapping and consultation with key stakeholders at a local level. This will identify what activities currently exist that could contribute to the Hub and what needs to develop across the localities to provide a range of resources and activities that broadly match equivalent Nurture centres in other parts of Fife.

It has been widely recognised that involving parents and families in development of services is vital and this process aims to invest time and resources into developing creative ways to involve them in the co-design and development of projects that will make a difference to them and their families.

Specific Aims and Outcomes

Having taken all this national and local background information into consideration The South West Fife Family Nurture Hub hopes to:

- Co-design and co-produce short pilot projects with families, the local community, statutory and voluntary sector agencies. These projects will be reviewed and developed to inform the final commissioning process at the end of the overall PSP pilot period.
- It will increase and develop the volunteering resource currently available to support service provision to enhance and support additional resources.
- Help to establish a referral pathway/pipeline for parenting work/groups where people will be supported through their journey and not be required to continually share personal information.
- The Family nurture workers will enhance current good practice working together with early years and health and other colleagues. Developing communication between agencies and organisations.
- As well as the established partners the project will draw from other voluntary sector agencies to enhance the provision of services for early years in SW Fife.
- Focus our interventions on enhancing parenting skills and parents' understanding of child development and their child's health and wellbeing.
- Ensure our interventions are underpinned by a shared knowledge within the team of attachment theory and child development.
- Ensure there is emphasis on greater collaboration and partnership working between the statutory and voluntary sector and communities themselves.
- Focus on connectivity - of our services, of families to existing services and of local services to each other.
- Identify areas of unmet need and design/facilitate services to support that need.
- Utilise a strengths based approach to our work with families.
- Ensure services are accessible to the most vulnerable and therefore deliver individual and group support.
- Deliver individually tailored services based on a robust assessment of needs.
- Take our services to where people are and therefore deliver services in the family home or local community.

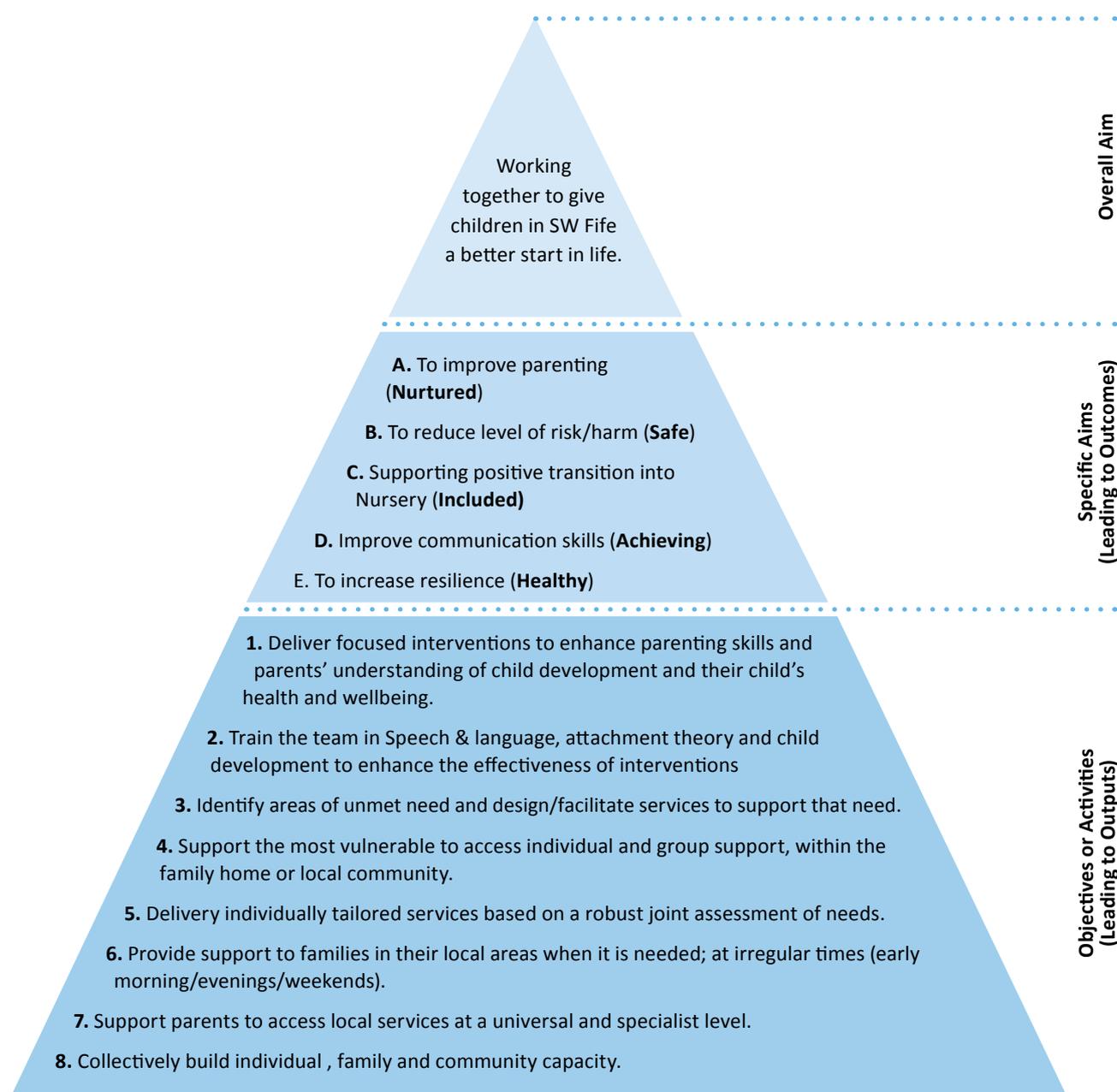
- Utilise the strengths of the voluntary sector in engaging with vulnerable families by building supportive and trusting relationships and providing practical advice and support.
- Provide support to families in their local area when it is needed ie: at irregular times (early morning/ evenings /weekends).
- Support parents to access local services at a universal and specialist level.
- Evidence the collective impact we can make for children, families and communities.
- Build individual, family and community capacity.
- Utilise the collective resources to deliver services across the spectrum of need from universal to specialist.
- Encourage skill sharing and good practice across staff and agencies throughout Fife.

Project Outcomes

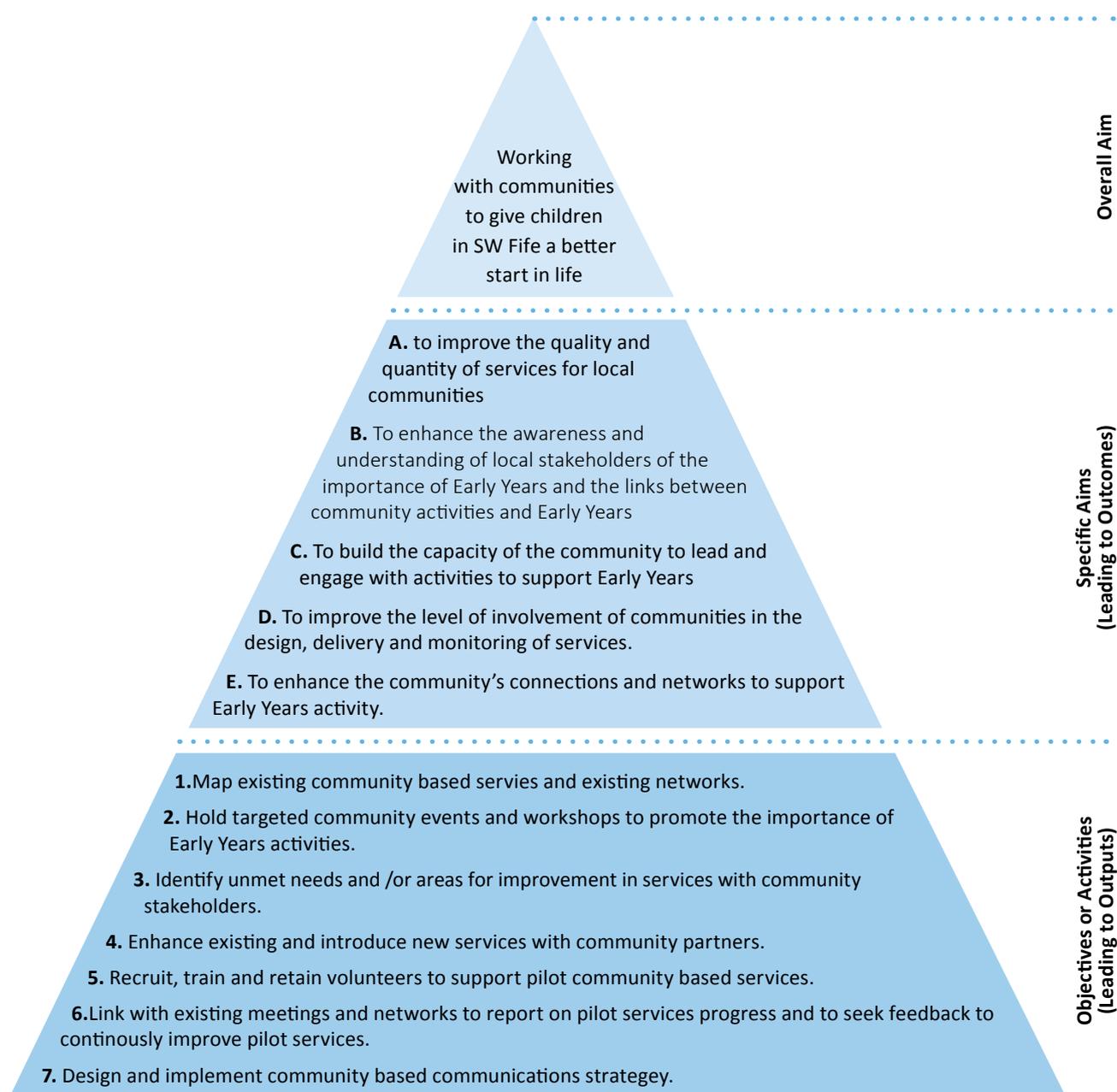
The Outcomes for the Project (see over) have been developed in partnership with Sue Newberry from Funding Ideas Ltd and Managers from the partner agencies. The four triangles relate to the four key areas of the pilot and will enable the Project manager to pull together information to evidence the success of the process and inform the procurement and commissioning process at the end of the pilot period.

The Children and Families outcomes will be recorded and monitored through the Barnardo's system. The Project Manager will develop systems of recording and monitoring the Service Provider, Community and PSP outcomes. Regular reports will be provided to stakeholders.

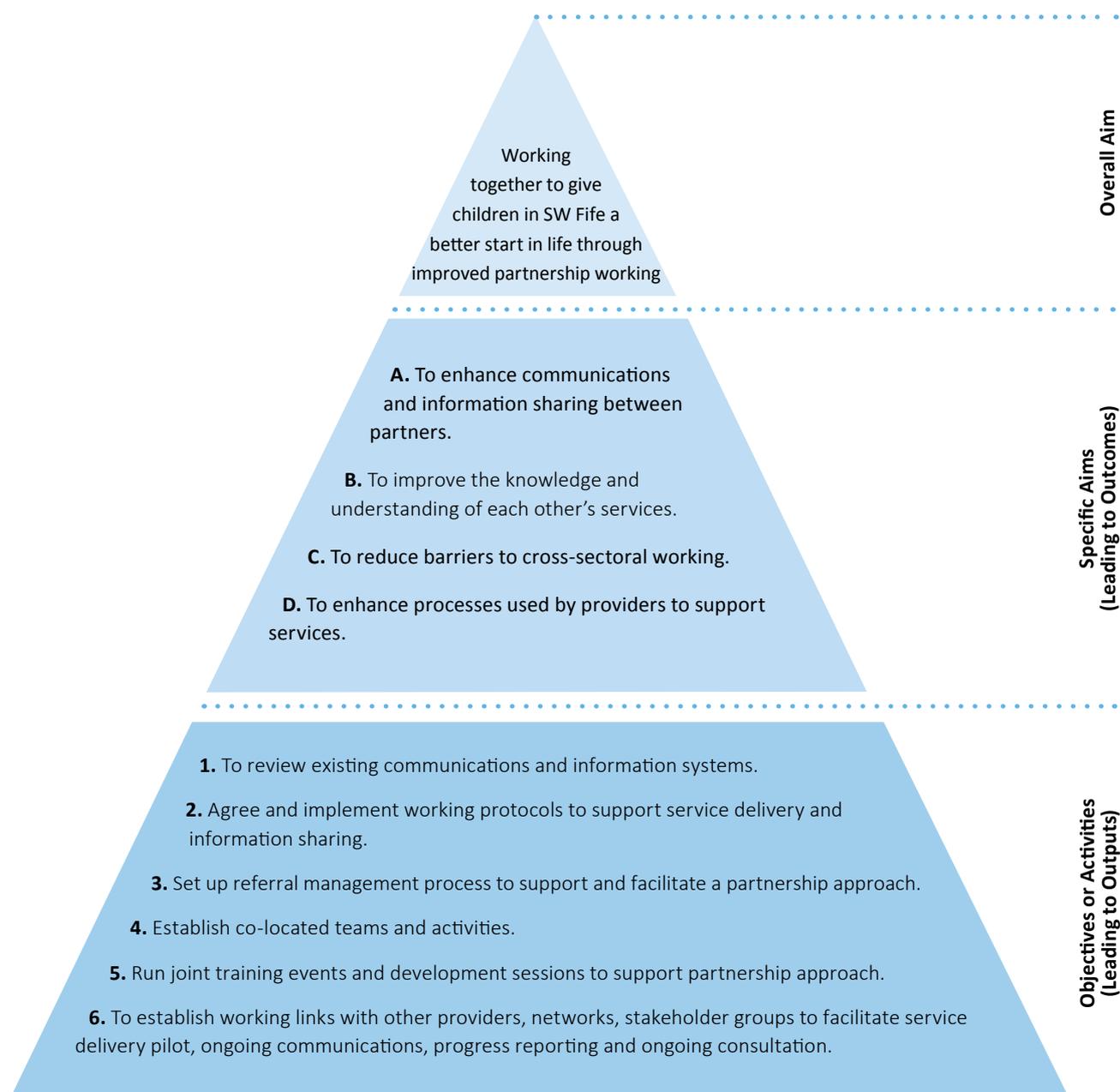
SW Fife Family Nurture Hub (Child & Family level)



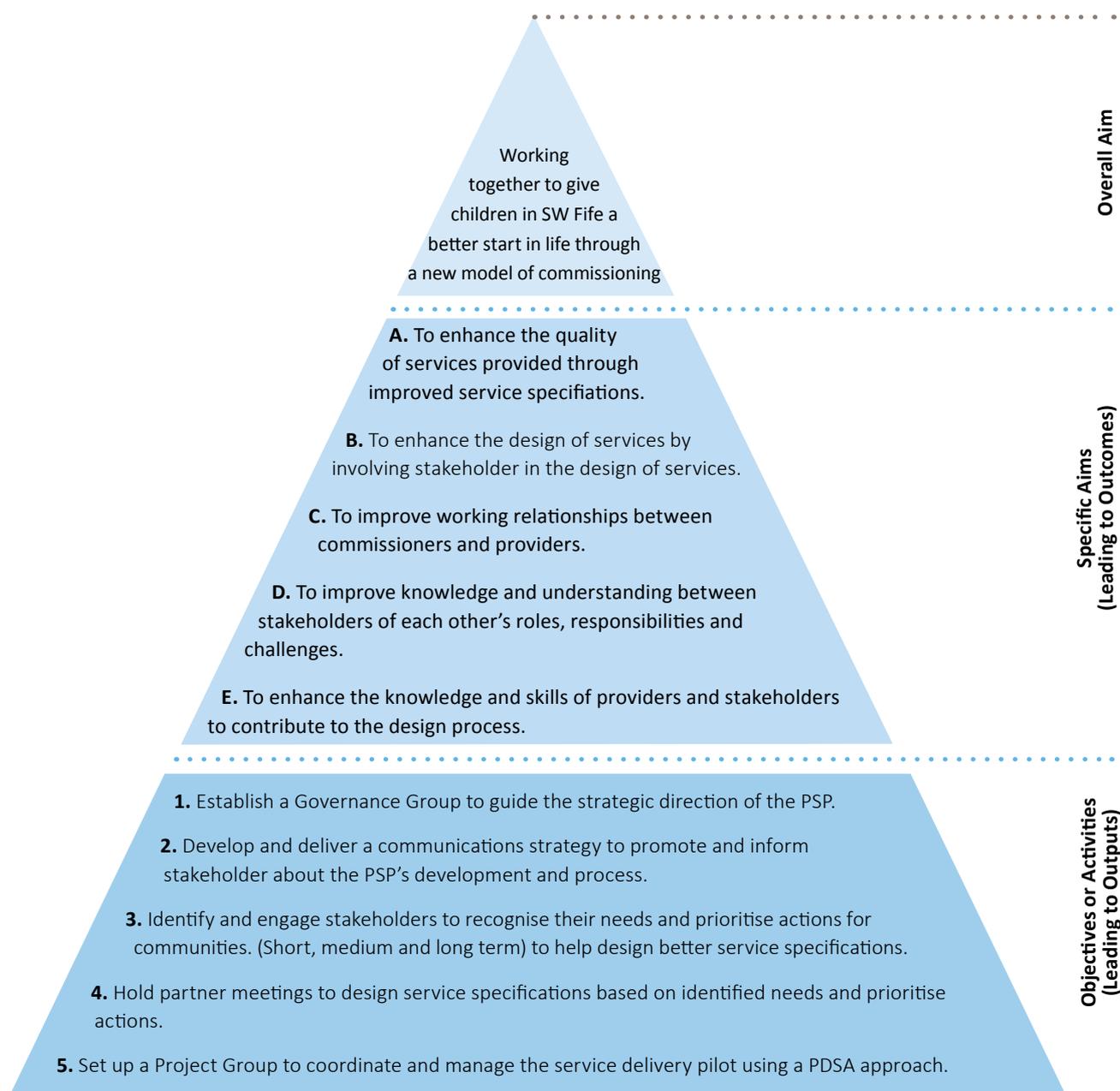
SW Fife Family Nurture Hub (Community level)



SW Fife Family Nurture Hub (Service Provider Level)



SW Fife Family Nurture Hub (PSP Level)



Delivery

How will this be delivered?

Fife Voluntary Action will manage the overall Project with a team of Family Nurture Workers being seconded from each organisation into Barnardo's who will be responsible for the operational management providing a part time Team Leader to manage the staff team and also provide admin support for internal processes and reporting. We will structure the delivery of services to achieve best value in terms of voluntary sector agency costs, utilisation of skills and resources, greatest impact, maximum flexibility of the whole resource and the delivery of evidence based, safe, robust, efficient services.

Suggested staffing structure:

0.5 Team Leader
 0.2 Admin Worker
 5 x Family Nurture Hub Workers seconded to Barnardo's one from each Partner Organisation

An integral part of the team's remit will be community engagement and capacity building. We will utilise student resources and expertise from Dundee University.

Staff will be trained in the Kate Cairns Associates Five To Thrive approach. This attachment based approach is founded on neuroscience and research on healthy brain development. It teaches parents 5 key messages to feed a growing brain: Respond, Cuddle, Relax, Play, Talk. The approach concentrates on attunement and regulation of the stress response. Training for KCA and from Suzanne Zeedyk on attachment will be provided to Hub staff (both one day courses). Ongoing support in implementing this approach should also be available.

The team's knowledge and core skills may be further enhanced through learning from the Speech and Language Therapy Dept on Early Language and Communication. This may take the form of staff participating in a Hanen Early Educators programme. This approach will ensure staff are equipped with key strategies to promote language and communication to parents and to help parents utilise these strategies themselves to promote their children's language development.

Monitoring and Reporting

The Children and Families outcomes will be reported through the Barnardo's recording system which all Hub Workers will use. Feedback from the various stakeholders is vital to enable us to record the involvement and experiences of the families, local community and service providers. Both qualitative and quantitative information will be collected, including case studies, throughout the pilot period.

The Project Manager along with the Project Group and Hub Team will gather and record information on the various outcomes and produce regular reports which will be presented to the Governance Group and other stakeholders. A final report will be produced towards the end of the Pilot period around October/November 2015 which will evidence the outcomes achieved; document the issues encountered and successes, this will enable a decision to be made on future procurement of the service.

The Third Sector Partners



Aberlour is the largest, solely Scottish children's charity and we provide help to over 6,000 of Scotland's most vulnerable children, young people and their families each year.

We continually adapt to meet the needs of those children facing the most overwhelming of obstacles. Giving children the best possible start in life is at the heart of everything we do.

Aberlour 's specialist services include:

- Residential care services for young people of all ages. The aftercare at our Sycamore Service allows young people who would normally leave care at 16 more time and support to enable them to fulfil their ambition of completing further education or training.
- Support to children whose lives are affected by parental alcohol and drug use. Our drug and alcohol dependency rehabilitation services let children and their mums remain together during the entire rehabilitation process.
- Residential care and respite services for children with the most complex needs and severe disabilities.
- Support for young people who are not in education or employment. We work with over 150 young people in Dumfries and Galloway to help them access education and work experience.
- Information, training and leisure activities for young people living in areas with high levels of social deprivation, crime, drug/alcohol dependency and recognised violent gang culture, through our Youthpoint service in Glasgow.
- Centres to promote positive parenting, early years learning and social skills within vulnerable and disadvantaged families.
- Training and education for childcare professionals to build a competent and confident workforce for today, and the future.

Aberlour supports disabled children in a variety of settings throughout Scotland. Depending on staffing levels, Aberlour may be able to give respite for children with behavioral difficulties. The organisation also offers short breaks for families and an outreach service through Fife Short Breaks.



As one of the UK's leading children's charities, Barnardo's works directly with over 200,000 children, young people and their families every year. Running over 900 vital services across the UK, including counselling for children who have been abused, fostering and adoption services, vocational training and disability inclusion groups.

Every Barnardo's service is different but each believes in the potential in every child and young person, no matter who they are, what they have done or what they have been through.

Barnardo's works in the areas of:

- Advocacy
- Alcohol and substance misuse
- Black and minority ethnic communities
- Child poverty
- Children in trouble
- Children leaving care
- Children leaving asylum
- Disability and inclusion
- Domestic violence
- Education
- Fostering and adoption
- Homelessness
- Mental health
- Parenting support
- Sexual abuse
- Sexual exploitation
- Young carers

Barnardo's currently provides different strands of service within our Fife locality. These are:

- Intensive Family Support & Assessment Service
- Children Affected by Parental Substance Misuse Service
- Substance Misuse Education in Schools Service
- Vulnerable Young People's Outreach Service
- Children's Rights Services
- Teen parent groups
- Family Health Project.



Fife Gingerbread is a registered charity established in 1987.

Based in Leven and covering all of Fife, we support and empower lone parent, vulnerable and disadvantaged families through early intervention and partnership working. We facilitate positive change by being accessible, inclusive and flexible in our approach.

Our vision is better today's and brighter tomorrows for lone parent, vulnerable and disadvantaged families in Fife.

Our Current Projects:

The Teen Parent Project (TPP) (Levenmouth, Kirkcaldy, Glenrothes & Lochgelly areas) – Working with organisations within the community, the work focusses on giving support to teenage parents, establishing good parenting skills, developing groups and peer support networks and promoting engagement with other services. The Teen Parent Worker offers a vital support service to pregnant teens and teenage parents (both female and male) who may require specific help due to their age and circumstances. The worker can provide 1:1 support/home visits and may assist with issues such as debt, housing, counselling, relationships, parenting and play, during both ante-natal and post-natal periods.

Helpline – Open to lone parents and families across Fife, by calling our normal number in Leven (01333 303124) we can connect you to the right person to offer telephone support and advice, regardless of where in Fife the worker happens to be situated. This means an immediate response to many of the common questions from parents and families.

Making It Work (Cowdenbeath & Kirkcaldy areas) – Funded by the Big Lottery and in partnership with the Fife Council Client Action Team (CAT), Citizens Advice and Rights Fife (CARF), The Scottish Child Minding Association and One Parent Families Scotland, we work with lone parents to provide accessible, approachable, non-judgemental support, advice and information on a range of subjects. We aim to enhance parents' personal skills, confidence, coping strategies, resilience and employability.

The Gateway (Levenmouth) – One of 26 projects across the UK (one of four in Scotland) which have been funded by the Big Lottery to improve the futures of vulnerable families, where the eldest child is in primary school. The Gateway works with organisations in Levenmouth to provide tailored joined-up early intervention and support for local families, before they reach the point of crisis. The Gateway is managed by Fife Gingerbread, although they will work with two parent families and carers as well as lone parents.

Volunteering – The Buddy Project provides practical and emotional support to lone parents who are struggling to cope and would benefit from someone to talk to on a regular basis. We also have Advocacy Volunteers who support lone parents to take control of their lives and make their voices heard. Our Community Group Volunteers provide support in organising, planning and delivering group work, as well as supporting parents within groups. Community Activist Volunteers participate in specific areas highlighted on the political agenda that impact on lone parents and their families (e.g. through The Poverty Alliance). We also have Events Volunteers and Fundraising Volunteers.



Home-Start offers one to one, personalised support for parents with children under five and reaches out to families at risk of social exclusion, including those who do not engage with other services.

Home-Start places trained volunteers alongside parents.

Support is tailored to the individual needs of each family and is provided for as long as the family needs it.

Volunteers are trained, managed and supervised by their local Home-Start Scheme which is in turn supported by Home-Start UK; a community resource with all the benefits of a strong national organisation.

Home-Start Dunfermline is one of 33 Home-Start Schemes across Scotland and over 300 UK wide who work to support families at local level, and can tailor the support we offer to families in the area we work.

Home-Start Dunfermline supports families with a child or children aged 0-5 in Dunfermline and South West Fife. We support families experiencing a wide range of difficulties and stresses including, but not limited to:

- Mental health issues (including post natal depression)
- Disability/illness of parent or child
- Multiple births
- Family breakdown/ relationship difficulties
- Isolation
- Substance misuse
- Lone parents
- Domestic abuse
- Kinship care arrangements
- Families referred to the Children's Reporter

Families can be referred through Health or Social Services professionals, other agencies (statutory or voluntary) or can self-refer.

1:1 Support: is provided by matching a Volunteer with a family who then visits for 2 hours each week providing support that is tailored to each individual family. Support can be provided in the family home, but a key role of volunteers can also be to encourage and accompany parents in accessing other services locally.

Family Group: Referred families to Home-Start Dunfermline can also attend the weekly family group which meets in a local community centre. Parents and children are provided with a healthy lunch, lots of opportunities to play, interact with other children and parents, and take part in singing and rhymes, arts and crafts and other activities. During holiday times, trips and outings are organised for the families.



Scottish Pre-school Play Association (SPPA) is Scotland's largest voluntary sector provider of direct support services to community led childcare organisations.

Support and Guidance

SPPA delivers essential support and guidance to providers of pre-school childcare services. These include playgroups, toddler groups, under-fives groups, all-day care groups, out of school care groups, nurseries, play schemes, crèches and family centres. It works with children and families to directly support early years services in local communities, and covers many of the most disadvantaged groups in Scotland such as those on low income, ethnic minority families, lone parent families and families affected by social or rural isolation.

SPPA works with the Scottish Government, regulators, local authorities and childcare partnerships, as well as training providers and other umbrella organisations to support early education and childcare settings. It represents the interests of voluntary sector community based settings, and contributes to policy consultations and working groups at national and local level.

Early Intervention Projects

In addition to our work supporting our member groups across Scotland, SPPA also works directly with children and their families in a range of early intervention projects.

Off to a Good Start – Intervening Early with Young Children

The Off to a Good Start – Intervening Early with Young Children projects build on our model of working directly with families. We work with children from birth to age three and their parents, or other family carers, taking on the parenting role. We support families who face challenges in their lives and aim to improve children's outcomes and parents' knowledge and understanding of their child's needs, health and wellbeing.

Toddler Group Improvement Programme

This service runs through a local authority/SPPA partnership agreement. A programme is drawn up whereby a SPPA Play Practitioner works with a range of Toddler Groups on a weekly basis for an agreed period of time (for example, eight weekly sessions). The central aim of this service is to improve the overall quality of experience and outcomes for the children who are mainly, but not exclusively, under three years of age. As well as supporting groups in the ways, SPPA staff work hand in hand with parents and children on a continuous basis, with a focus on building parental skills and capacity to improve, strengthen and maximise: Positive attachments and relationships; early literacy and communication; shared interactions and approaches to learning; cost free enriched home learning environments; healthy living ; Sustainability and effectiveness of toddler groups.

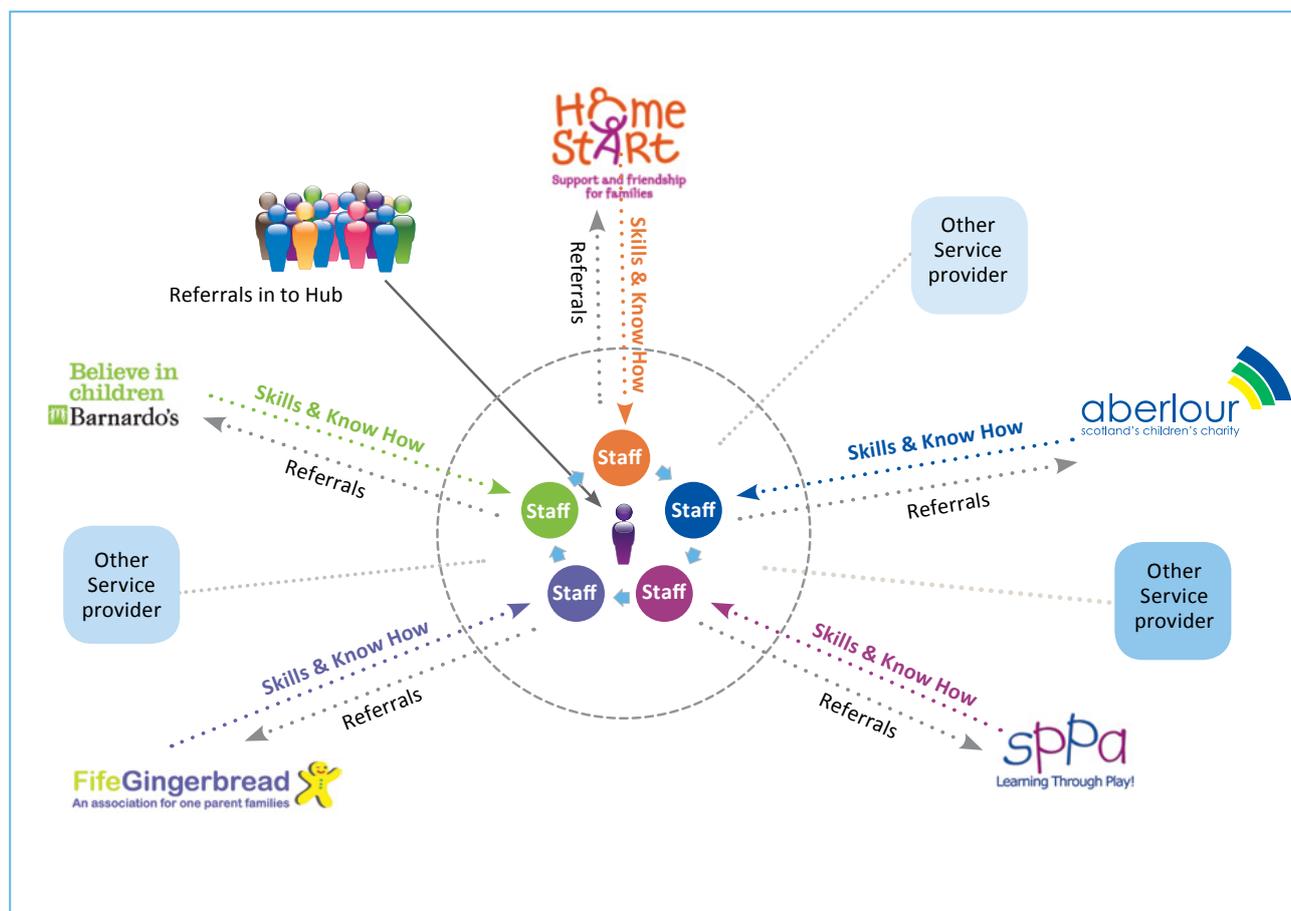
Overview

This exciting and innovative approach to co-production between the voluntary sector and the public sector will provide an opportunity to design, develop and deliver services to families living across South West Fife. The model will encourage innovation and creativity in order to meet the needs of children and families in this area. The evaluation of the impact of the Family Nurture Hub will allow us to

develop services in the future for local communities with families who are the most difficult to reach.

The journey to create the Public Social Partnership and the delivery of the service will undoubtedly result in some challenges but will also offer many opportunities with the one common goal to give children the best start in life.

Referral Structure





“Be Bold!”

John Wilson,
NHS Fife Chief Executive

Nothing can be more important than the start we give our young people. Over recent years we have been embedding the principles of Getting it Right for Every Child (GIRFEC) in our day-to-day work across the Fife Partnership. The creation of the Early Years Collaborative allows us to build upon the good working relationships we have and to make further positive changes to children’s services. Using improvement methodology and encouraging small steps of change, we want our staff to be innovative and imaginative in how they approach service delivery.

Try something new! If it is done on a small scale to start with and doesn’t work then no harm is done.

No one will see that as a failure, rather it is an opportunity to learn and modify.

John Wilson, NHS Fife Chief Executive



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