

Case Studies – Existing Practice

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Learning Points & Considerations

There are already good examples of existing practice within Fife that demonstrates holistic, whole family support that is focused on building relationships with citizens and are already testing the concept of no wrong door in practice.

The following case studies provide learning opportunities and an insight into how the future of public services could look in Fife.

Evaluations for these projects have been analysed in the development of these case studies.

Family Nurture Approach

The project...

Three-year transformational change programme aimed at improving outcomes and closing the gap for families with children, pre-birth to age three

£7.8 million allocated to FNA for early years intervention for children in greatest risk and need

A "one-stop-shop" referral pathway for families

Multi-disciplinary teams, including the third sector, working closely together

Principles and components...

Local services working in a more integrated way

Services were built around the Family Nurture Centre

Services ranging from universal, additional and intensive according to the needs of families

Group work, evidence-based programmes and support in the family home

Collaborative leadership supporting the delivery of services in localities

A community engagement approach which builds on assets in communities and the strengths of families to improve lives

Family Nurture Approach

An evaluation of the Family Nurture Approach went to Fife Council's Education, Health and Social Care Scrutiny Committee in January 2016. **The evaluation found evidence of overall improvements being made to family support.**



Improved information sharing, partly due to systems mapping of services across the seven areas



Increased support to vulnerable families through community-based groups and targeted evidence-based programmes



Improved processes through local leaders coming together to consider gaps, processes and systems that support effective service delivery



Improved practice development by supporting a common language and approach



Greater participation of families informing the development and delivery of new initiatives leading to a more sustainable model

Family Nurture Approach

Evidence from a range of data relating to outcomes, impact and processes shows that:

- Applying an **asset-based approach** with families can increase participation levels and support the sustainability of some parent-led community groups.
- There is evidence of increasing participation of vulnerable groups in Universal services which can offer support to families in a non-stigmatising way.
- The framework for parenting interventions has resulted in **greater equity** across Fife to evidence-based parenting programmes.
- Outcomes from parenting interventions are showing a **significant shift in parental confidence** and skill set for parents.
- There is an **increased uptake in support** due to earlier identification of support required in maternity services and through 2-year-old provision in EL&C settings.
- Universal groups are improving parents' confidence, leading to the transferability of learning to the home.
- Evidence based parenting programmes are showing a positive impact on child and parental wellbeing.
- The FNA has supported a flexible model of community engagement and in turn **strengthened connections** between services, the involvement of parents and more effective use of resources.
- The Early Years workforce is **more skilled and knowledgeable** demonstrating a common language and approach to improving wellbeing of children and families.
- There is **increased awareness** across services of support for vulnerable families.
- Local Early Years groups have a clearer remit, plans are informed by local data and links are clearer across local planning groups.
- Multi-agency representation in local groups is promoting a **shared vision and culture** with local champions leading early years developments.
- More **streamlined pathways** to support easier access to services within the context of GIRFEC would benefit children and families

Intensive Family Support Service

Regional service covering the six local authorities within the Edinburgh & South East Scotland City Region

Takes a tailored, needs-led approach

Supports families experiencing multiple disadvantage

Holistic “whole-family” approach

Looks to wrap-around specialist provision and help coordinate existing support structures

Offers a combination of intensive, general, and specialist activities tailored to the needs of the whole family

Takes a holistic whole family approach to working with families, supporting each individual within the family to progress

Whole family activities that build a support network and improve family dynamics

Making it Work for Families

Fife's Intensive Family Support Service

Intensive Family Support Service

Making it Work for Families

Partners...

Fife
Gingerbread

Clued Up

Citizens Advice
& Rights Fife
(CARF)

Fife Intensive
Rehabilitation
& Substance
Misuse Team
(FIRST)

Supports...

Lone parent, low
income and
unemployed
families

Families with a
S1/S2 pupil living at
home who is
struggling to
engage with or
attend school

Families where one
or more young
people are linked to
Viewforth High
School or
Levenmouth
Academy

Families with
current, historic or
'at risk' substance
use within the
household.

How?

Whole family
support - meeting
the needs of
individuals in the
household

Works
collaboratively with
families

Co-ordinating activity ranging from one-to-one
support, family learning, group work, youth
work, financial inclusion and peer support
opportunities.

Intensive Family Support Service

Evaluation on Phase 1 (2020-21) of the IFSS published in June 2022 demonstrated evidence of...



A consistent regional approach to supporting lone parents, low-income, and workless families to progress.



IFSS delivery partners across the region enhancing their engagement with lone parent, low income, and workless families.



Delivery partners developing trusted relationships and promoted independence and raised aspirations for adults, children, and young people in families within each local service area.



Increased engagement with educational services, which has contributed to raised attendance for children and young people.



Enhanced engagement with statutory services for those families who are engaged with additional, specialist services.



Increased participation in further education and higher education and training activities.

Intensive Family Support Service

Some of the key findings and recommendations of the evaluation are presented below.

- Further assessment and monitoring of coordination with local services is needed to ensure continuity of IFSS delivery over time. **Evidence strongly suggests that IFSS delivery is greatly aided by coordinating and collaborating with existing services;** embedded services have been integral to the effective implementation of the IFSS programme. Concern was raised in the evaluation that inconsistency with embedded services will lead to the discontinuity of services, for instance, if IFSS delivery is being supplemented in some places by financing that has an endpoint, it is unclear how the same level of service can be provisioned if, and when, the financial support ends.
- There are **potential advantages of narrowing the scope of criteria for family engagement.** In Fife, Making It Work for Families targets a very narrow range of families. This approach appears to have afforded these partners several advantages:
 - The ability to **build a supportive community network** more quickly and efficiently It was easier to advise and coordinate with local partners on how to identify families for local IFS services and, therefore, easier to establish referral pathways and scale-up service delivery.
 - The ability to **build good reputations** within their local communities for provisioning a valued service becoming the “go-to” service for the delivery of support services to their intended target families.
- Recommendation to engage in a systemic review of the variable needs of IFSS delivery by local area. Evidence suggests that where delivery partners are stretching their resources too thin compared with other IFS services, there is a lower concentration of services, which raises potential concerns in terms of the outlook of service. It is recommended that a **reallocation of resources** is considered to better provision services that need it

Putting People First

Test of Change

Can working together to share information, resources and knowledge improve frontline responses to crisis, financial shocks and the impact of poverty?

Key elements...

Identify and test new ways of preventing crisis and mitigating the impact of hardship at an earlier stage by focusing on people's underlying issues

Only referrals to PPF from the services involved

Joint project between three Fife Council services:

- Housing Service
- Community Development Service
- Community Social Work team

Multi-disciplinary team approach with services sharing data on cases to provide a more rounded view of the individual or household, their engagement with other services and to identify any current support being provided to them

Holistic support is a new way of working for the services involved

Whole household approach based on what's important to the household, identifying their goals and working with them to achieve them

Putting People First

An interim report documents the key learning from the first six months of the test of change and provides evidence to suggest the following...



Integrated working improves the experiences of people with multiple needs



Building resilience stabilises people's situations



Even though people's situations stabilise after support, there is a recognition that they may need help again and services should keep the door open to them



Staff report that working together, small caseloads and enhanced person-centred working has enabled them to have capacity to support people for as long as they require it



Creating time for staff to follow through with actions, connect with referrers and track people's uptake and progress suggests improvements with the time and range of support available for people accessing PPF

Putting People First

Continued...



Working collectively as part of a multi-disciplinary team enhances the range of support a person has access to



Creating a single point of contact and review role is valuable in assessing if services are meeting people's needs or whether provision is rights and dignity based



Service thresholds alongside corporate structures are barriers to person-centred support, as those who don't meet statutory service criteria can fall through the gaps and not get the holistic support they need



Staff have been creative, resourceful and persistent in finding solutions to people's needs

Putting People First

Recommendations for improvements focus on:

- ❑ Improving follow-up systems by tracking cases once they've been passed on
- ❑ Offering more than income maximisation in terms of providing the right level of guidance and support to improve people's abilities to navigate income maximisation systems themselves
- ❑ Young people and care experienced would benefit from holistic joined up support. There is evidence that this prevents tenancy abandonments
- ❑ Improving coordination of council services through internal service improvements
- ❑ Developing wider connections and a shared practice framework such as a defined organisational culture for prevention and joined up support

“I feel the PPF model of support has been invaluable, as it has created an opportunity for me to work in a holistic manner with this family, unearthing various issues/concerns that if left unsupported could quite quickly have turned into crisis, thereby increasing detrimental impacts on the mental health, wellbeing and financial outcomes of the whole family.”

Staff reflection (Interim Report, page 22)

Learning Points & Considerations

No wrong door can mean more than how services are accessed.

These case studies each demonstrate the concept of no wrong door to services and support in different ways. Whether that be through providing universal, additional or intensive support depending on the families' needs to providing tailored approaches that involve relationship-based, person-centred support.

The evidence from each of the practice evaluations suggest there are potential benefits from changing our approach.

We are good at testing new ways of working and experimenting with different approaches but why haven't we been able to deliver these at scale?

What aspects of these practice do you think are essential to a No Wrong Door approach in Fife?

What learning can you take away and apply to your thinking around No Wrong Door?

For more information on any of the case studies, please contact Lauren.Bennett@fife.gov.uk.