

**Executive Summary September 2011**

This is Oldham's Targeted Intervention and Prevention Strategy. It aims to set out a case for change. Changing the way we work, the way we think and the way we engage with families to achieve different outcomes that mean our children and young people are more likely to achieve at school, become responsible, productive citizens and in turn, effective parents.

Oldham is committed to working in ways that bring about the necessary changes and improvements in family life. Addressing the causes early and making sure interventions work is essential. This is not about any one group. It is a whole life approach to transforming family lives for the better in Oldham. The proposals within the strategy offer a different way to support and strengthen the role of the family unit, to become resilient and able to function effectively throughout the inevitable challenges encountered during life.

**What will Change?**

**Working Differently.** The shift needed in the way that all agencies, communities and the family themselves approach things is essential. It is about a culture of support not rescue, enablement and not dependency. The strategy presents a transformational way of working at different levels, that will be challenging for everyone. There are key critical things that underpin this new way.

**A graduated response to need.** The adoption of clear pathways to services within a graduated response to need model, which is geared towards early and more effective intervention into the life of the problem, that is needs led, outcome focussed and incorporates strong mechanisms which monitor the effectiveness of interventions and facilitate appropriate escalation to enforcement services where required. Measures will be in place to *prevent* the child or young person failing to achieve.

**Targeted, family centred support.** Underpinned by a developing *Family CAF* that assesses the whole family's needs, with the family at the heart of the process in a way that enables parents to be the custodians of their own and their family's destiny, supporting them to make decisions and take actions that help them to achieve their aspirations. The Family CAF will help identify which early interventions work best for local families and assist better co-ordination of integrated work plans that are not agency specific, but are *family specific*. There will be agreed criteria by which we will identify a family with complex needs.

**Parenting support**, including outreach and relationship support (the quality of the relationship between the parents will be linked to positive parenting and better outcomes for children). Clarity of expectation – on both the professional and the parent, about what is needed, expected and achievable; provision of integrated support in response to identified strengths and risk factors within individual families.

**Evidence based, value for money early interventions**, such as those recommended by Graham Allen MP, the National Academy for Parenting Research (NAPR) and Commissioning for Excellence and Outcomes in Children and Young People Services, where published evaluation demonstrates that certain types of interventions can help families accelerate progress, where they are at greatest risk of falling behind.

**Targeted Adult Services**, which are working in parallel with children and neighbourhood services to help address the most complex family needs, such as mental health, drug and alcohol dependency, domestic violence and chronic financial issues within a household that debilitate and stop progress. *For eg, work already developing with the DAAT team commissioning specification for adult services, will reflect the priorities within the new children's centre commissions for those families who have young children.*

**Integrated Approaches.** This is not a one service strategy. It is designed to enable commissioning priorities to be established and to commission early intervention and prevention activities that work, at an affordable cost. This means an integrated, graduated response to need, with the child at the centre, but which addresses the needs of the adults within the family.

**An entitlement model of service.** *The early years pilot in Oldham has demonstrated that regular, consistent engagement with families, through an integrated assessment process with all agencies having a common vision and goal, along with the family themselves, works.*

The aspiration is that there will be a 0-19 'offer' for all children and young people in Oldham with at least one universal provider engaging with the child. Over time, every child and young person and their parent (s) should be known and engaged with at regular agreed intervals, under an integrated approach to assessment and intervention. Someone will be identified to 'hold the ring' on those most complex families –where there will be the greatest expectation for bringing about change.

**Establish and implement outcome focussed measures.** We will measure our success through clear outcome indicators, set at the start of any intervention, with associated costs of the intervention included in the family plan. Performance monitoring processes will be in place, that will inform district and central commissioning strategies. Better use of local criteria to intervene, with an understanding and agreement of how enforcement strategies will be adopted and applied –*for eg, learning from the Hollins Road and Derker projects.*

**Payment by Results.** Linked to the Integrated Commissioning Strategy for Oldham, this will be introduced with those agencies working on the most complex family needs. The introduction of financial incentives and premium payments seeks to make rapid and sustainable improvements in outcomes for those children most at risk of failing. The link with Community Budgets – a tool and a process to enable collaborative working through joined up allocation of funding to produce longer term savings, will be an essential component of this developing model.