



Child: Family: Community

Working with families to improve outcomes for the youngest children in Croydon

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The Total Place hypothesis: New models of delivery

- The old public sector transformation paradigm is coming to the end of its life
- ‘Wicked issues’ are increasingly cross-cutting
- The balance between investment and outcome is not yet right
- The economic climate demands new approaches, harnessing new resources

Total Place in Croydon: the earliest years

- Co-led by Croydon Council and NHS Croydon, involving other LSP partners including VCS
- Improving children's health and wellbeing, through focus on **prevention**, from conception to age 7
- As a concept Total Place is very embedded across the council and its partners e.g. older peoples services, offender management, domestic violence, potentially libraries, healthy living...

Croydon gathered varied inputs

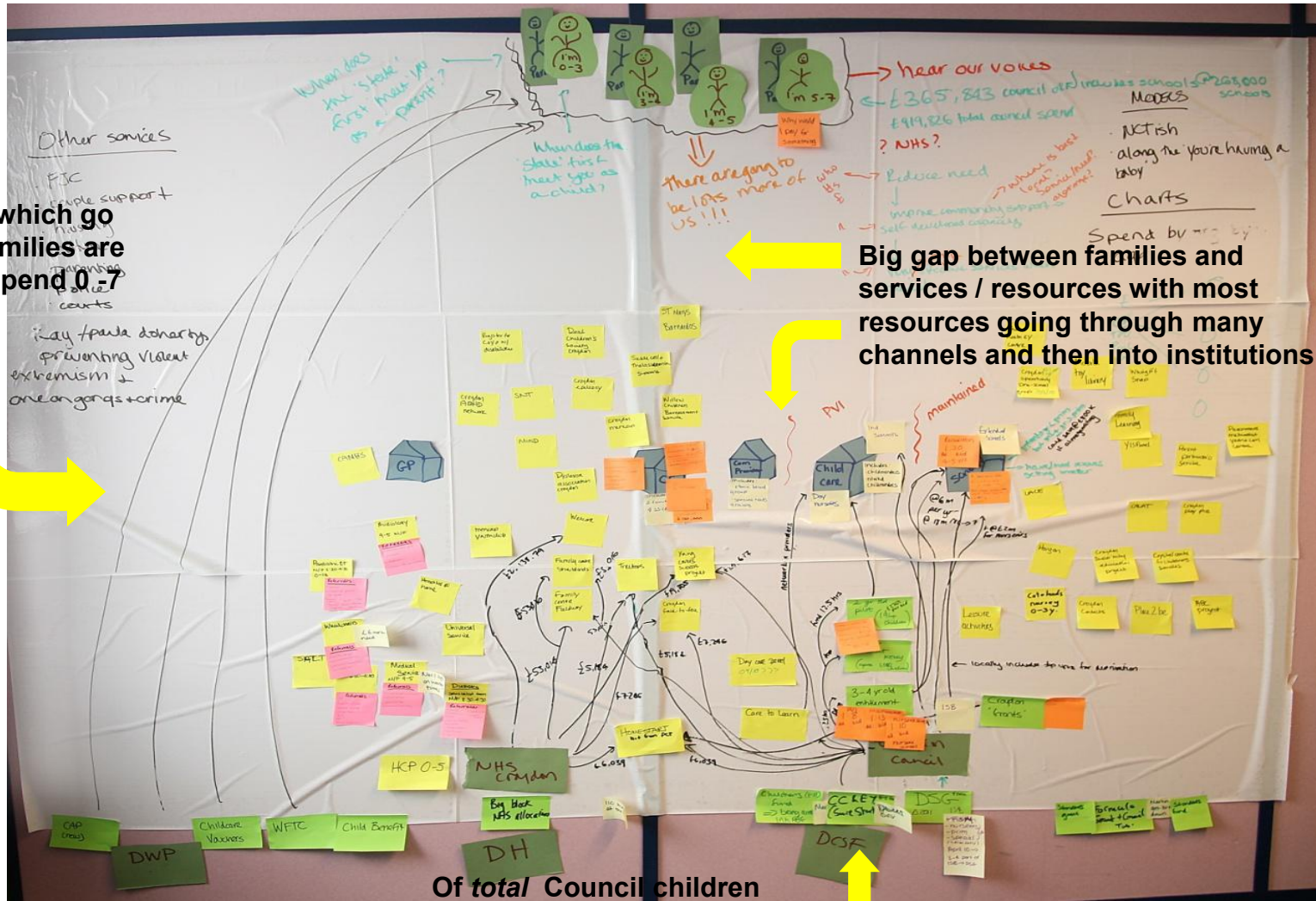
- Generating insights
 - We researched what works and why
 - We listened to Croydon parents: powerful ethnographic insights, wide range of partners, families, parents and children
 - We mapped current spend and activity across organisations
 - We listened to frontline practitioners
 - We followed the customer journeys through case studies

And learned a lot about early intervention

- We need to design a system that creates solutions, rather than delivers services into which people must fit
- Children and families, and the people they turn to for support, are a significant resource within that system
- We have a significant gap in prevention and early intervention between the ages of 0-3
- Our most vulnerable families are often the most isolated
- We are not tenacious or focused enough with those families who are chaotic, or not coping
- Services of low efficacy, getting in the way of securing families' resilience and capabilities, must be decommissioned.

There were particular insights around resources

Croydon partners spend at least £206m on children -9 months to 7

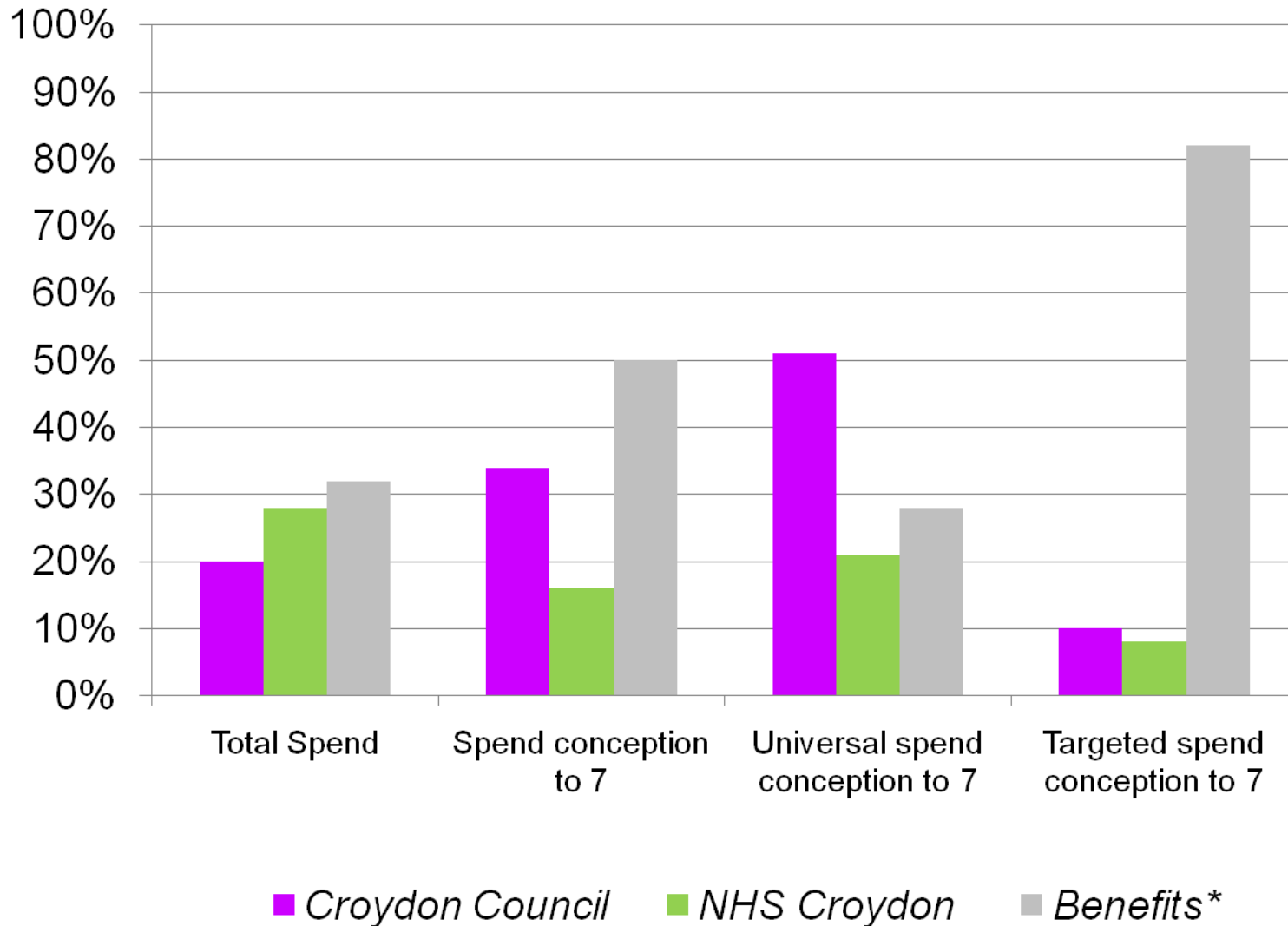


Payments which go direct to families are 50% total spend 0-7

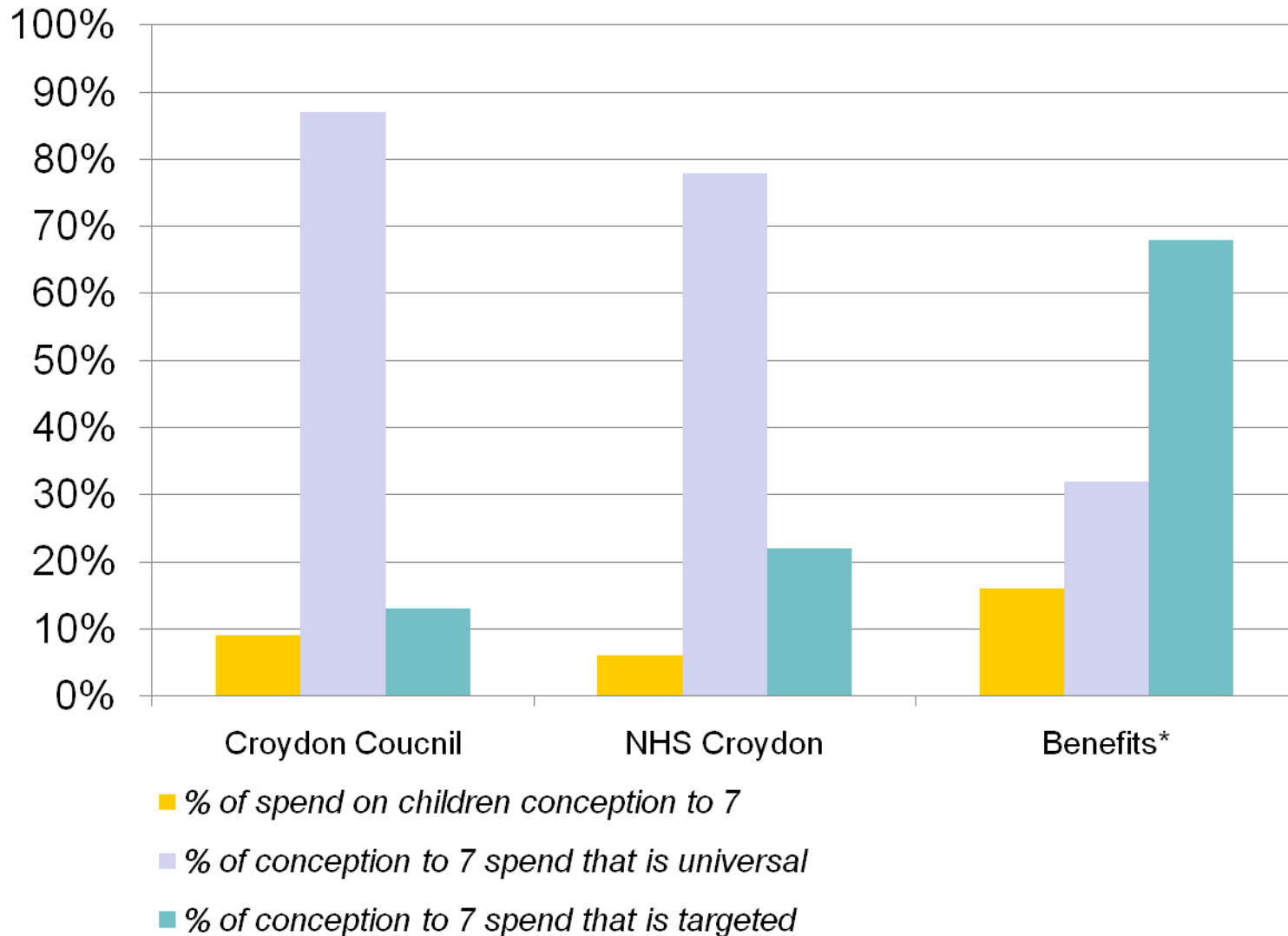
Big gap between families and services / resources with most resources going through many channels and then into institutions

Of total Council children and young people's spend, 83% is in the DSG

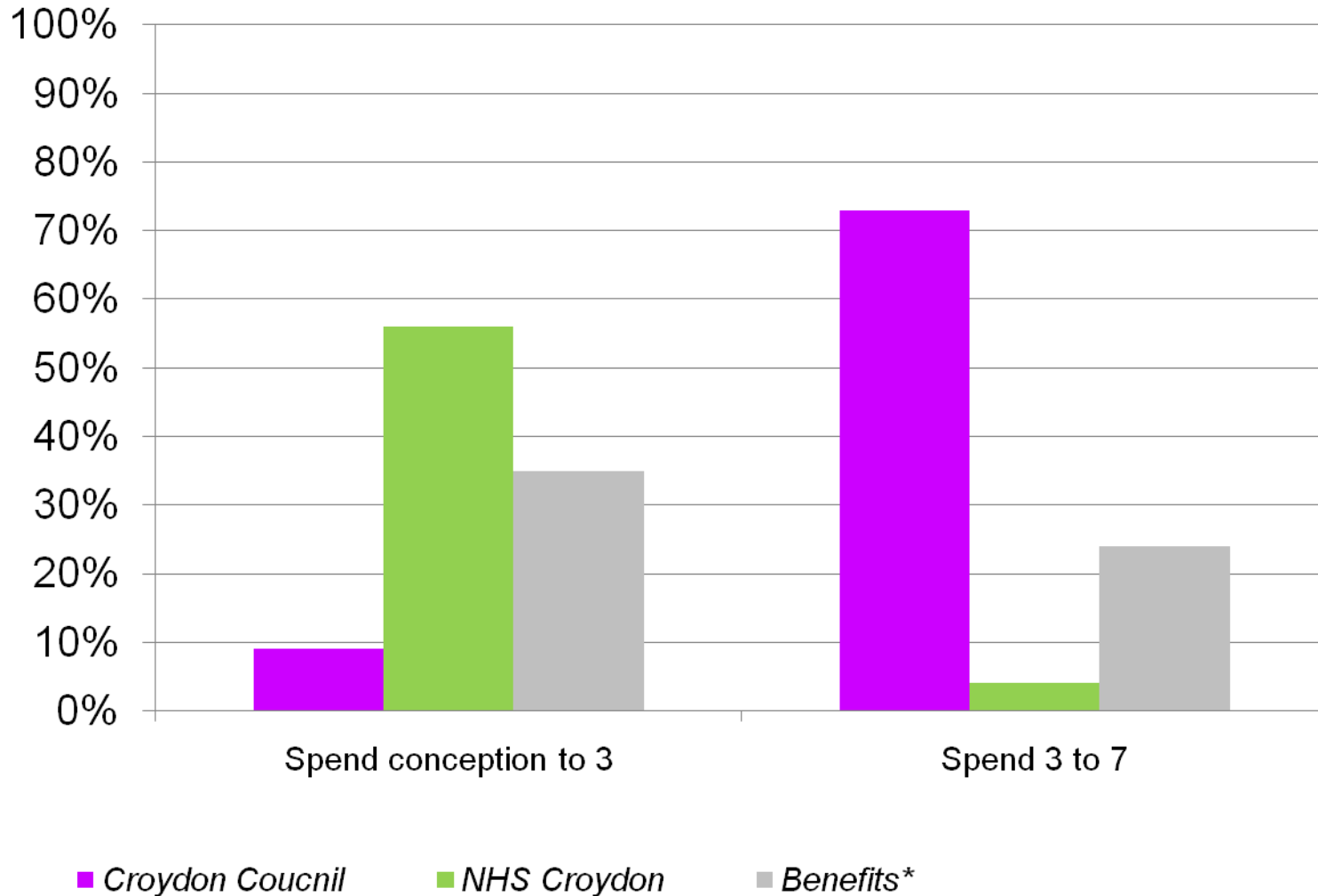
We looked at who spends on universal vs targeted services



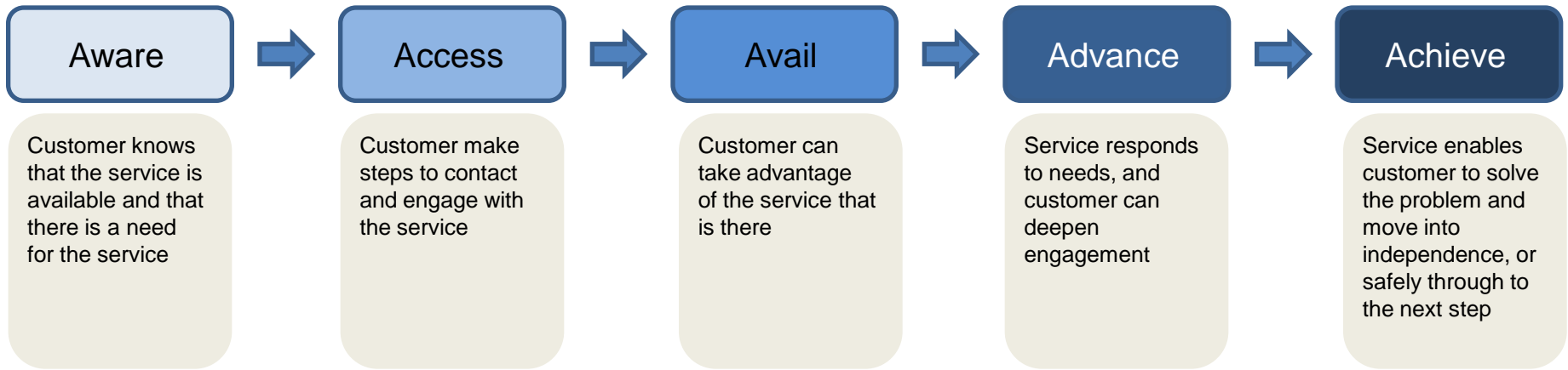
And how this breaks down across the age range



and how this spreads across the age range



Insights were applied across a 'family journey'



Resulting in 8 propositions

Croydon-wide propositions

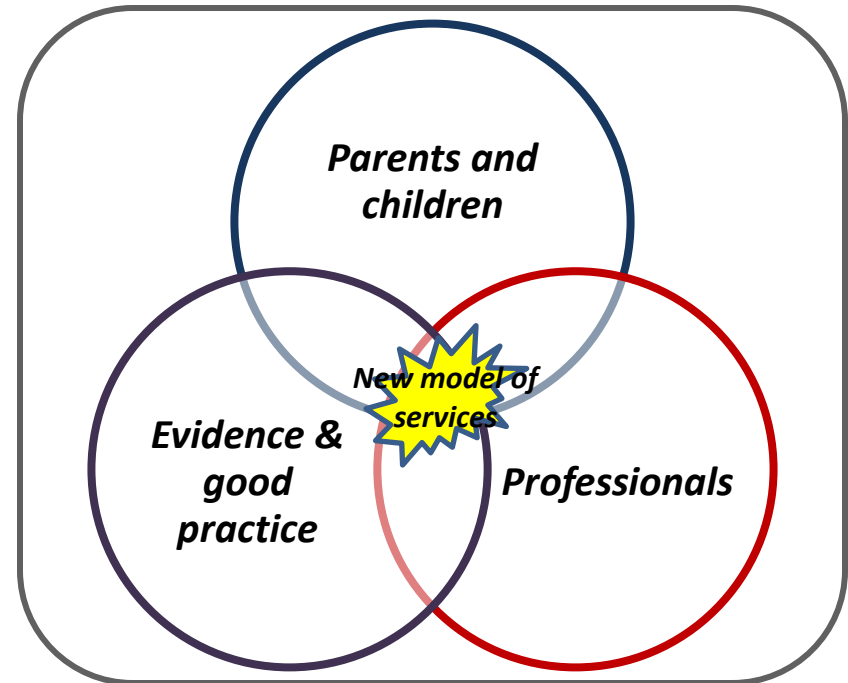
- **Preparation for parenthood:** holistic approach including advice, emotional support, signposting and connections to social networks.
- **Early years academy for integrated training:** developing the core skills required in the early years workforce for delivering an integrated system where practitioners focus on getting the right solution for the family rather than delivering their own service.
- **Family Space Croydon:** a powerful on-line tool for parents and professionals which enables searchable access to all sources of information about services in the borough.
- **The life passport - whole life planning for families of disabled children:** an extended version of the red book which would contain facts, information and stories that can be shared with professionals coupled with streamlined assessment processes

Geographic propositions

- **Find me early:** Identifying need early (before school age and before a family is in crisis) to save the taxpayer money through a reduction in later, more costly interventions
- **Family partnership teams in geographical locations:** harnessing the universal contacts with families to make connections, spot need and build trust.
- **Family advocates:** developing the role of a long-term, trusted advocate/champion for families most vulnerable to on-off difficulties, helping the family to navigate the system, to understand their rights and responsibilities and over time managing the family into independence.
- **Peer2peer support:** supporting the growth of social networks for parents, especially those who are likely to be isolated, training up parents as peer mentors and prototyping “virtual grandparents.”

Which will be co-designed with parents

- True co-design requires 3 elements
 - Parents and children: working with families to shape their services
 - Evidence and good practice: using what is already out there about what works
 - Professionals: designing in partnership with those with expertise in delivery
- It is the intersection of these that drives innovation and improvement



With the aim of releasing significant savings

Illustration of when savings may occur through reduced failure demand

4yrs(now)

5 (10/11)

6 (11/12)

7 (12/13)

8 (13/14)

9 (14/15)

10 (15/16)

11 (16/17)

12 (17/18)

13 (18/19)

14 (19/20)

15 (20/21)

16 (21/22)

17 (22/23)

18yrs(23/24)

LAC

EBD

CAMHS

Offending ASB

PRU

*Teenage
Pregnancy*

NEET

Anticipate savings (NPV) of:

- £8.4m during 11/12 - 13/14;
- £25m by the end of 16/17; and
- more than £63m by the time our current 4 year olds turn 18 in 23/24

