Plenary 2: The Implementation Toolkit in Practice, Q&A transcript

About this transcript

This is a transcript of the Plenary 2: The Implementation Toolkit in Practice, Q&A video which was created on November 12th 2021.

In this video, Claudia Coussins, Senior Programme Manager for the National Centre for Family Hubs introduces the Implementation Toolkit: a collection of co-produced resources for supporting the setting up of Family Hubs in local areas. During this session, delegates hear from some of the evidence partners, participation workers and practitioners that have been involved in the development of the toolkit.

For more information on the National Centre for Family Hubs, please visit: www.nationalcentreforfamilyhubs.org.uk

This transcript should be accessible to screen-readers. If you have difficulties with this transcript, please contact network@annafreud.org.

Plenary 2: The Implementation Toolkit in Practice, Q&A transcript

Claudia Coussins: Hello, everybody, and welcome back to the Implementing Family Hubs event. My name is Claudia Coussins and I'm the Senior Programs Manager for the National Centre for Family Hubs at the Anna Freud Centre. Thank you very much to the speakers so far and for the audience and all of your questions.

Welcome to the second plenary to introduce the Implementation Toolkit. Speaking with me is Benjamin, the Assistant Director for Policy and Practice at the Early Intervention Foundation, who are our evidence partners. And Rebecca Sargent, Head of Children and Family Services in East Cornwall, along with some of her colleagues.

One of the main tasks of the National Centre for Family Hubs is to co-produce an Implementation Toolkit to help providers in setting up and developing Family Hubs that represent their local needs. We are really keen to share this toolkit and its infancy so we can start as we mean to go on and incorporate a range of perspectives into its development.

The pilot toolkit currently consists of four areas. The Family Hub development process, which then we'll talk you through in some more detail in a moment. Why Family Hubs? Which builds on the background and evidence that Camilla Rosan talked about in the first plenary.

The different policy areas which relate directly to Family Hub implementation. And finally, a variety of topic-based implementation modules. This slide gives you an overview of the modules that we have already created. These are in green. The orange modules are what's coming next.

You will see that some of the workshops we're running today, integration, relational practice and co-production fall into this category. This is because from the very start, we want to ensure that we are working with a variety of stakeholders to create content that's the most useful for Family Hub providers.

So, we'll be listening carefully to the discussion, questions and feedback that comes from today's workshop, and we'll be feeding that into our module development. In purple, you can see some options we have for future modules, and they'll be a poll in a moment where you can tell us what your priorities are.

Finally, if you have other ideas that you don't hear about today, there will be plenty of opportunities for you to feedback after this event, or you can type ideas into the chat function. So, look out for these emails or reach out via the website.

The three policy areas that directly relate to Family Hub implementation, which we have been working on safer are the Best Start for Life a vision for the 1001 critical days. This was published by the Department of Health and Social Care in March 2021, following the Early Years Healthy Development Review commissioned by the Prime Minister and chaired by Dame Angela Leadsom, who will be speaking later today.

Although Family Hubs are designed to support families from conception to 19 and up to 25 for young people with special education needs and disabilities, the vision is that Start for Life services will be offered as a core part of a local Family Hub model.

The Supporting Families Programme previously, the Troubled Families Programme, focuses on providing help to families experiencing multiple and complex challenges to prevent them from escalating into crisis. Family Hubs are one way of delivering the Supporting Families vision of an effective early help system, as set out in the Early Help System Guide, which is a toolkit to support local strategic partnerships responsible for their early health systems.
And finally, reducing parental conflict, which is one of our priority modules post-launch. The Department for Work and Pensions have developed a national programme which is supporting local areas to improve their support to parents to reduce harmful levels of conflict in children.

Family Hubs can help because they can provide the support. They can provide support at a range of key transition points in family life. For example, becoming a new parent, to having a baby. Children starting primary or secondary schools. Experiencing poverty or economic pressure or parental separation or divorce.

You can find out more in these modules as they're published online via the website. Going back to the topic-based implementation modules you can see on the left, the modules we've had to prioritise after today.

And on the right, we'd really appreciate the input via our poll, which should be appearing on your screen now. Please, could you tick the top three module areas from the following list that you think are the most relevant to Family Hub implementation?

And just to emphasise, there will be plenty of opportunities to feedback other ideas that you don't see on the list at the moment. My final slide today is about co-production, which you'll hear more about if you have chosen to attend that workshop.

Our approach at the National Centre is to be evidence-based, practice-led and most importantly, informed by families themselves. So, it's essential that all modules are designed iteratively in conjunction with our paid participation workers and communities that we engage with through our regional structure so that the voice of infants, children, young people, and families remains central to our work.

Thank you for listening. And next up, I'm very happy to introduce Ben Lewing from the Early Intervention Foundation.

Ben Lewing: OK. Hopefully, you can now see them [slides].
I'm going to talk to you about the Family Hub's development process. And I want to start just by saying a few words about the ideas which underpin this work. As some of you may have seen our review of learning from practice and research on children's centres and Family Hubs from autumn last year, in that work, we reached four main conclusions.

First, that because there was no clear consensus or evidence on some of the key design questions about the most effective ways of delivering children's centres and Family Hubs, local areas should use theory of change questions to get the right fit with the local context.

I'm going to say more on these key questions shortly. We proposed that using theory of change would help local areas to use their local data on community needs and service effectiveness, while at the same time responding to what is known from child development research about what children need to thrive and risk and protective factors.

Second, we highlighted that lack of research evidence on contemporary approaches is compounded by lack of capacity and confidence in local areas for assessing the impact of local services. And we pointed to the need for common metrics, planning tools and advice on evaluation.

Third, we noted that much of the knowledge about innovation in children's centres and Family Hubs was held at the local level, and there was a need to gather and share examples of the experimentation and learning taking place

locally and strengthen planning support that's built around peer support and challenge, connecting people together, essentially.

And finally, we reinforced the importance of creating the right conditions for local change, using change management processes, independent support and challenge, and tracking progress over time. Each of these is now embedded within the support being provided by the National Centre, in particular in the Family Hubs development process, which we've developed with the Anna Freud.

I said I would talk some more about the important questions underpinning theory of change for a local family helps approach, and here they are. None of us are interested in change for change's sake. So, the first question is why change at all?

What is the problem that we need to solve? Who in particular is struggling and what difference can we commit to? The second question, then, is about how to make the difference. What can we do that will help? And how would it fit into our local context and how would it work in practice?

And finally, how are we going to organise ourselves to make this happen? These are the questions which underpin the Family Hubs development process. Step one in the process is building consensus on the need for change. The goal here is to understand how well the local context is delivering for children, young people and families and reach a consensus view around strengths and areas for development.

First of all, this means gathering local evidence based on existing sources such as the Early Help System guide and the planning tool for reducing parental conflict. These are examples of local analysis which tells you about how well the organisational system is performing.

It also means reviewing the available data on population needs, demographic trends and geographical variations to better understand who is vulnerable and how. The local data gathering should also inform how effectively the local arrangements enable families to access, help and support how well-connected local services are with each other in how they support families and how far the local arrangements prioritise relationships and family strengths. As you've heard already, access connection and relationships are the three principles that the Department for Education is using to drive the Family Hubs programme.

Then part of this first step is about getting wider stakeholders involved and generating discussion about the state of the local system for children and families, reviewing and reaching conclusions about where things are now and what needs to change. Step two, then, is specifying what the local Family Hub approach looks like and how it adds value to what is currently happening.

First of all, this means using the conclusions of step one to start to build the local theory of change, the primary outcomes, the contextual analysis. Then it means a further stage of stakeholder engagement to identify and work up

options for the local Family Hub approach.

Here is continued active involvement, using diverse insights into the local system and building wider ownership. And finally, it means business cases formally signed off by senior partners, reinforcing the shared ownership of the process with the local multi-agency governance arrangements for family services.

Step three then, the final step, is planning for the implementation, the practical steps to implement the new approach. And this includes drafting a plan which is owned by partners with appropriate project management and governance. It includes testing the quality of the draft plan, using tools like an equality impact assessment and a readiness for change tool. And that includes agreeing how progress will be measured using common metrics where these are available and robust measurement tools.

So, there it is. The Family Hubs development process. A process building on local knowledge but supported by the National Centre with a range of resources, some of which you've heard about already.

The regional coordinators resources published to the website, including the implementation toolkit, which Claudia has just talked about, action learning sets and communities of practice to share learning and much more. And in conclusion, then. Is this proportionate? Is this a hammer to crack a nut?

Well, our view is that this process needs to be about transformation, not a simple and brief transaction. And we're offering you a structured process supported to help you to support local development with the goal of achieving real impact.

It will need time, commitment, and good relationships. We look forward to seeing how you apply the process in your local context. Thank you.

Claudia Coussins: Now if Rebecca and her team would like to speak.

Rebecca Sargent: So, thank you very much, Ben. I'm Rebecca Sargent. I'm Head of Service for Children and Families in East Cornwall and I have an Early Help Lead for the council and I'm joined by my colleagues Amanda Smith, Helena Webb and Helen Salmon, who are Early Help Service Managers for Cornwall Council, who have been very involved in the development of our Family Hubs in Cornwall.

We have a range of Family Hubs across Cornwall that supports a range of integrated children's and family services across the continued need, and we work with children from pre-birth up to 19 years and up to 25 years for those young people with additional need.

Our Family Hubs are based in six localities across Cornwall, and they were developed from what was our previous children's centres. And we've used locality place-based approach really based on the challenges that we have

in Cornwall based on our rurality. So, some quite poor transport links and lots of very, very different communities that we have across the county.

And an example, really, that our communities right down in West Cornwall in Penzance are all very different from the needs or how communities may see themselves further along the east around areas like Saltash, who are almost parts of Plymouth. And we've developed them, we've been developing since 2017 / 2018. Like the Isle of Wight, we decided to jump and take this approach and it has been a process.

We're still developing, you know, we're still learning and we're still looking at the approach, still meeting new challenges. But we have got a core number of Family Hubs in the county that are part of our core early help offer. And we used an approach, a predictive and evidence-based approach to develop our partnerships and services and try to keep what's worked well and supporting the growth of new services and to respond to local needs.

So, I'll just talk briefly about our offer and how that's developed over the years. So, we have similar really to the Isle of Wight, some core delivery areas, parenting and family support, some information and guidance, child development, health and wellbeing and education, employment and training. The service examples, you can see are on the right of the slide. So, what these are, are the services and the organisations that develop, or are developing and actually delivering services and out of our Family Hubs.

And Peter (Fonagy) talked very much earlier on about the mix of virtual and face-to-face. And that's very important to us in Cornwall and continuing to think about that and we really particularly we found that in the pandemic, that really stretched our thinking and creativity and kind of helped to think more about how to develop more virtual services.

And we're based very much on an offer that's universal right up to targeted and very much our maternity services, and our health visiting services and those Best Start in Life services are very, very integral to the offer and very much located within our hubs. Some of our Family Hub partners, we felt we just wanted to show this, this slide really just to show how we work with partners and really to reiterate and just to emphasise really that the hubs, the Family Hubs in Cornwall, we see it really as not a building, but a model of work.

And we try, what we're trying to do really is develop services in that way that it's not just based around a building. And we look at outreach, we look at virtual and we may use other rooms or buildings in the locality area. But again, something we're still working on and happening at the moment, we do have quite a wide range of organisation services operating out of our hubs.

So, we built the evolving of children centres into Family Hubs started, as I said in 2017 / 2018, and it came from what we worked on as our One Vision Partnership Plan, which was a strategic plan that was developed with commissioners in education, health, social care, and police. At the time, there was lots of consultation with local families and to look at what they felt they needed in our communities.

From that we knew that things were changing and that we needed to meet a different need, those growing needs and demands for both universal and targeted support. And we were looking ahead with probably, possibly reduced resources. We knew that by 2030, Cornwall were forecasting a 2000 growth in child population.

We knew that there was likely to be an increase in the number of children in poverty and health inequalities. We wanted to use the partnerships and the relationships that we had developed through the partnership plan to deliver a more integrated approach. But most of all, obviously we wanted to further improve support for families and outcomes for children.

So just thinking about data. The One Vision Partnership Plan recognised that in Cornwall, I mean, I think people think of Cornwall as a very kind of wealthy area. And but in fact, we have got some very high levels of poverty, particularly in our more rural areas and one in three children live in poverty and some of those areas we know that between seven thousand, and seventeen thousand young people have harmed themselves by the age of 25. Eight thousand children, live in families were there is domestic abuse. We have a high number of children on child protection plans resulting from neglect.

We are challenged by rural isolation and very poor transport links, and we recognise as a group of partners and commissioners that the way we need to provide services in the past really was not sustainable.

So, the Family Hubs approach was part of a wider project plan called Making Integration Happen, and you can actually read about this on the Oxford Brookes Institute of Public Care website, who undertook an evaluation of the whole programme. We looked at, we had it was a project management approach. We held lots of locality-based engagement events.

So, in each of our six localities, we held engagement sessions with children, young people, professionals and partners, parish councils we worked with and some local members. And that enabled us to kind of get some feedback and understand what families were saying and what people were saying, and communities were saying about what they needed.

As part of the wider projects we formed, Cornwall council formed an integrated children's directorate with the public health services. So that meant that health visiting services and school nursing came under Cornwall council.

And what that enabled us to do was work together with our early help teams to really develop and improve our integrated working into the localities. Sitting under the Making Integration Happen Programme one of the strands was our Family Hub development process and how we developed that really ongoing since 2018 was through our Family Hub Steering Group. So, our Family Hub Steering Group was a group of multi-agency partners, health, education and social care. We looked at a number of strands that we needed to do in order to start developing Family Hubs and the offer.

We had quite a workforce development programme that we looked at and developed and that included really working with children centres and some of our workers that we had in children's centres and upskilling them and upskilling them and developing into more family workers who could deliver much more targeted programmes and go out into families and do much more outreach work. We developed a role that came out of what we did have as Children's Centre Cluster managers, and we realigned their roles, repurposed their roles and they became Family Hub Coordinators.

So, what we have is six Family Hub Coordinators one in each locality. And their role is, as essential services to develop Family Hubs, to work with partners and to develop the services that come out of the Family Hubs. And that's been quite successful. We undertook quite a wide programme of conditions surveys. We had quite a suite of buildings across Cornwall and some of those buildings we had, we had leased out to early years providers.

But the ones that we were repurposing and developing into Family Hubs, we needed to upgrade them and upgrade the infrastructure and just make them much more welcoming and more purposeful for the wider offer and to enable different partners to come in and use the buildings.

Part of the steering group was defining the Family Hub offer and that took some time and to an extent is still going on and was still developing it. And we had a number of multi-agency task and finish groups that looked at various tasks of various things that we needed to look at, things like communications.

So, we had a communication task and finish group. And from that we developed an offer using Facebook and Twitter. We had a group looking at our policies and procedures and we looked at the infrastructure. So, it was a very project managed multi-agency approach with our partners who were involved in the development and as I said, that is still ongoing.

So finally, this is how we see it. This is how we see Family Hubs in Cornwall. As a universal offer, defined in a defined area that's based on working more collaboratively, identifying additional needs early and giving quick and easy access to early help and where appropriate, acute and specialist services.

They are a service delivery model. I think that's really, really important. Not a base, not a building, although that is important. We want to offer a consistent core offer across Cornwall alongside a local offer that reflects the strengths and needs of the place. So, we have that consistent offer of midwifery health visiting, Best Start in Life and alongside there will be some other offers that that will be more targeted to that local area. It's based on strong relationships between professionals working in the area and professionals working in community.

And we are an integrated children's directorate now and that has helped us enormously, I think, in driving forward our vision for integration and each hub is an operational base, so each locality has specific hubs with spokes of service delivery across the area, especially in rural areas.

And we are just to reiterate, really, we're still developing, we're still learning, we're working, we are learning about what works well and I think, you know, the biggest message really, I would say probably is it's to go beyond the buildings and to think of it as a service delivery model rather than a group of buildings. Thank you.

Claudia Coussins: Thank you so much to all the speakers, it's been so interesting so far, and we've had a lot of engagement with questions, and there have been a few questions about how people can continue to get involved.

So, what are the opportunities for stakeholders, families, and children to still get involved in their national centre? And I guess the answer is yes, definitely. People can still get involved and there's lots of ways.

So, the poll was just an introduction, but we'd really like if anyone has any specific topics that they would like to collaborate with us on about any modules, please let us know. And also, we're developing our training and events as well. So, there'll be lots of opportunities to collaborate on topic-based modules through our training and events schedule as well.

One specific way that we collaborate is through co-production workshops as well, and for each module that we create, we'll also invite a variety of stakeholders and community groups and families those.

And linked to that, we've had some questions about testing the different modules. So I think Ben, if I pass over to you, it might be helpful for you to talk through some of it, some of the testing and particularly around the family development process that has been done. And then I'll go back to the questions and ask as there were quite a few for Cornwall as well.

Ben Lewing: Thank you, Claudia. Yes. So, we've done some initial testing with local areas on the Family Hubs development process, but it's been relatively quick so far because the process itself, as you've just been hearing from Cornwall, takes some time. So, we're really keen to be working with more areas that want to use the process and the process itself will develop and be adapted to fit with the local context. And that's really exciting.

Claudia Coussins: Thanks, Ben. And for our speakers from Cornwall, we've had some questions around parent engagement. I wondered if you would be able to talk a little bit about how you've engaged with different group and particularly with parents. And another question has been around engaging with children and families with special educational needs and disabilities.

Amanda Smith: Should I try to pick up and start? With the parenting engagement, it might be helpful. So Rebecca talked about how our local engagement sessions of children and family shaped some of our local family partnership work.

That in turn shaped our Family Hub delivery. So we held some engagement

events through community buildings and communities, but also within our Family Hubs we held an engagement event in which we sought children and families views on the types of services that they wanted in Family Hubs and how to access them.

So that was really, really helpful. In our Family Hubs, you've also got parent web services, so the Family Hub Coordinator will liaise regularly with the leads for those groups and that feeds into shaping the service delivery within Family Hubs. That's very helpful. Helena and Helen, have you got any other ideas on how we work with parents, carers, children and young people around shaping services?

Helena Webb: The key for us has been the development of the local family partnerships. A group of professionals that come together four times a year and we look up what's happening in the locality, what the needs are, and each service feeds into that partnership in terms of trends and information, but also what we're doing at the moment, is revisiting some of that consultation work and we're looking to progress that to be an annual event.

So, what we're doing at the moment, is using surveys with our partners. So all of our partners are engaged in talking to children and young people and parents in their localities, and we're in the middle of doing that for this year.

So, we're waiting for those results to come back, and we recognise the world has changed a little bit post-pandemic as well, and that we need to review what we're doing and how we're doing it. So, we're in the middle of that process at the moment.

Helen Salmon: I think also you can't underestimate the importance of capturing that live feedback from parents and young people as they as they visit not only the buildings, but some of the services that they're accessing. So, we quite often get feedback through from parenting workers, our family workers, our partners. Some of our youth workers have some very confident young people that are very happy to feedback how they feel about our services as well. So, it's capturing that as well through some of that relationship-based work.

Claudia Coussins: Thank you Helen and Helena. So, we've had a question around what do relationships actually look like? So, I think your response just then has gone some way to answering that. So, thank you. And we've also had some questions around the physical buildings, and I guess how, what the transition has been for you and how you've been able to adapt it to cater to the different age groups and the different services.

Helen Salmon: Shall I start with that? We've got such a variety of buildings, they come in all sorts of different shapes and sizes, and it was really important that we took a step back and really looked at them with that whole family approach so that they weren't directed at one particular age group or anything like that. So, they were places that were really welcoming, but also

could be changed and adapted to meet the needs of whatever service or age group or community group was perhaps using them.

So, there was a lot of thinking around how they looked. A lot of physical work went into adapting some of the spaces. I have a very large building that needed quite a lot of work doing to that to make that sort of fit for purpose, as well as an attractive space for services as well. So, making sure that we were working with all of our partners and the families that we're working within the community to ensure that it wasn't just from our view, our perspective, what did they need, what would make those Family Hubs welcoming and vital spaces for not only their services, but the people that they're working with as well. Mandy and Helena, if you've got anything you wanted to add.

Amanda Smith: Yeah, I think that's perfect Helen. We designed our spaces to meet the needs of a whole range of services. So, for example, one hub may have had some clinical space developed, to support maternity, paediatrician or children's community nursing services and another area within the hub might have been designed and developed to support co-location services.

We deliver services and we work out of our Family Hubs as well. So as an example, our Bodmin Family Hub hosts midwifery colleagues. Wadebridge Family Hub hosts health and nursing colleagues and school nurses, and in our Launceston one, we're co-locating with CAMS.

Each Family Hub is really unique and very different, different sizes and we've got some perfect spaces for larger group work and then some of our smaller hubs, will support more discreet services. So, for example, things like supervised contact or a specialist or therapeutic type services. So, Cornwall has a mixed offer of hubs.

Rebecca Sargent: Yeah, we did. I mean, we did do quite a lot of work in our buildings and it's still ongoing because we had quite a large suite of buildings and some of them you know, there was some that just weren't very suitable for delivering that 0-9 offer. So an example was one in my area, in Camelford, where it was co-located actually within the primary school.

So, you had to go into the primary school and that was challenging because the school felt that it wasn't really compatible with delivering services for older children and if we wanted to deliver more parental-based services, you know, like some of our We Are With You or domestic abuse services. So, we did work with the Learning Trust in the area, and we moved out and found a more suitable space very close to this secondary school, part of the Learning Trust.

And we work with the trust, the Academy Learning Trust to repurpose that Family Hub into a space that was going to be more accessible for a wider range of families and children. So yes, there were some challenges with our buildings. And, you know, to be frank, they're still ongoing and we're still

working with them, still working on it.

Claudia Coussins: Thanks, Rebecca. I think it's really important to acknowledge the challenges too. And we've had some questions around what the discussions with your different stakeholders and of those some were about the challenges. And I think it's by understanding those challenges, then we'll be able to create better resources and better modules with you.

And so, when you're feeding back to us, don't be shy about the challenges that you're facing in different locations. And we will work together to be as pragmatic as possible with them.

Okay, so moving on, we had quite a few questions around evidence and evaluation and impact. So, there's been some directed at Cornwall, to ask about how they've been measuring outcomes and also just more generally, how the development process fits in with shared outcomes.

So, I wonder if then, if you would be happy to talk a little bit about that from an evidence perspective, and then perhaps we can go back to Cornwall to talk about some of their insights.

Ben Lewing: Sure, thanks, Claudia. The way that we've constructed the development process is to help you to identify what kind of outcomes you're seeking to achieve. This is something that you will want to do as partners and building something which feels like a local outcomes framework and responding to the population needs that you've identified that that's how the process should work. We know from previous work that local areas find it particularly difficult to build evaluation, to learn from local experience, to be more robust in measuring impact.

And this is something that the National Centre and EIF will be collaborating on, and we're really interested to see what kind of support local areas need to be collecting the right kind of data that tells you about the difference that you've been making.

It's really interesting seeing the questions that the people are posing; these are exactly the kinds of questions that the Family Hub development process is intended to help a local area to answer. You know what will be different as a result of introducing a Family Hub? How will it add value to what we got at the moment? How will families be better engaged than they are at the moment?

These were really important questions. And so collecting evidence that shows the difference that families are making is a really important step.

Claudia Coussins: Thanks, Ben. And from a Cornwall perspective, how has evidence been incorporated and how have you found the evaluation process?

Amanda Smith: Measuring outcomes is key, isn't it? Making sure that we can actually evidence that we are making a difference to families. So, in Cornwall, we had the children centre data dashboards that we're probably all familiar with and we've moved on from those, really.

Now we're working with families pre-birth through to 25, and then we use a range of data sources to work with, creating things like community network profile healthy child programme data information. And that's used within our commissioning processes and our internal delivery as a tool, really for measuring our impact against. We used something in Cornwall which maybe Rebecca could talk about a little bit more, but that's our monitoring framework, very targeted work that usually for early help and social work and that measures the quality of work and the timeliness of work which is really helpful for our targeted family work.

For our parenting work, we use Mosaic to measure outcomes and of commissioning team very outcomes focused as well. So, all of the contracts that they oversee and manage are regularly reviewed against the expected outcomes. And I don't know if my colleagues want to add anything else

Helen Salmon: I think we've got in Cornwall as well we have, along with upskilling the workforce when we move to a Family Hub model, we also developed a dedicated parenting team as well. So, all of our parenting workshops or courses, whichever your preferred version is all have their own evidence base as well. So, we can look at the outcomes with that, as well as what parents and young people are telling us as well about their outcomes as well. In that sort of more natural feedback, we get that some of that evidence through from those more targeted programmes as well also support how we evidence.

Rebecca Sargent: We have a wider performance management framework called Quality Assurance and Performance Management. That measures some of our targeted work, like our early health assessments, our parenting assessments, and within that we also get feedback. So we have a team that does kind of do routine inquiries and rings families and gets feedback.

And we also use a safety model in Cornwall. So, we use that approach, really, so at the end of assessments, you know, we measure that and we right at the beginning really, as part of project management, as I did mention, we did involve ourselves with the Oxford Brookes and they did evaluation on our wider integrated programme of integration, so which you can access on the Oxford Brookes from the Oxford Brookes website.

And that just talked about our journey, of how Cornwall itself worked, and undertook the process of having a more integrated approach and an integrated directorate. So, there's a number of ways really that we're trying to do that, I think it is something as with a lot of authorities that we want to develop and fine tune and certainly that's going to be part of our planning going forward.

Claudia Coussins: Thank you so much, we're almost out of time. There are so many more questions, but we will collate these and put these on the website. We had lots of questions around data and integrated systems, lots of questions around workforce and how to train the workforce, and also how to work with such an integrated way with health practitioners, as well, so we will collate all those answers. And also a few questions around working with youth centres.

So that's on our priority module list to look at after the launch, if you do want to get into contact with us about any specifics that have come up today or anything else in general, that hasn't I think email has been put into to the chat, so please do make a note of that and get in contact.

OK, so we're at 11:45, so thank you so much to our speakers. And I think that there is a break now and the next sessions will be module workshops, and they're from 12 to 12:50. So, to join these, you need to use a separate Zoom meeting link that you will have received with your joining instructions. Any questions on accessing the workshops, contact our training team.

Thank you so much.

This transcript was created on November 12th 2021.