

// Foundations

What Works Centre for Children & Families

Reducing Parental Conflict National Conference

Learning from enablers and
challenges to support continued
progress





SESSION C
What does effective RPC strategic leadership look like?

INTRODUCTIONS & WELCOME

- Overview & context for the session:
Bethan Le Maistre, Foundations
- The role of family hubs in supporting
effective strategic leadership for
RPC: Dr Abigail Miranda, Anna
Freud
- Bradford District's strategic
leadership journey: Mehnaz Malik &
Mark Anslow, Bradford Children's
Trust
- Breakout rooms
- Summary





- Consider the role of effective strategic leadership for RPC
- Reflect on the role of family hubs in supporting effective RPC strategic leadership
- Reflect on a local example of RPC strategic leadership and the factors that support this
- Through breakout rooms reflect on barriers and enablers to effective RPC strategic leadership, consider how learning from others could be applied in your local context.

WHY FOCUS ON STRATEGIC LEADERSHIP



1. STRATEGY

PLAN

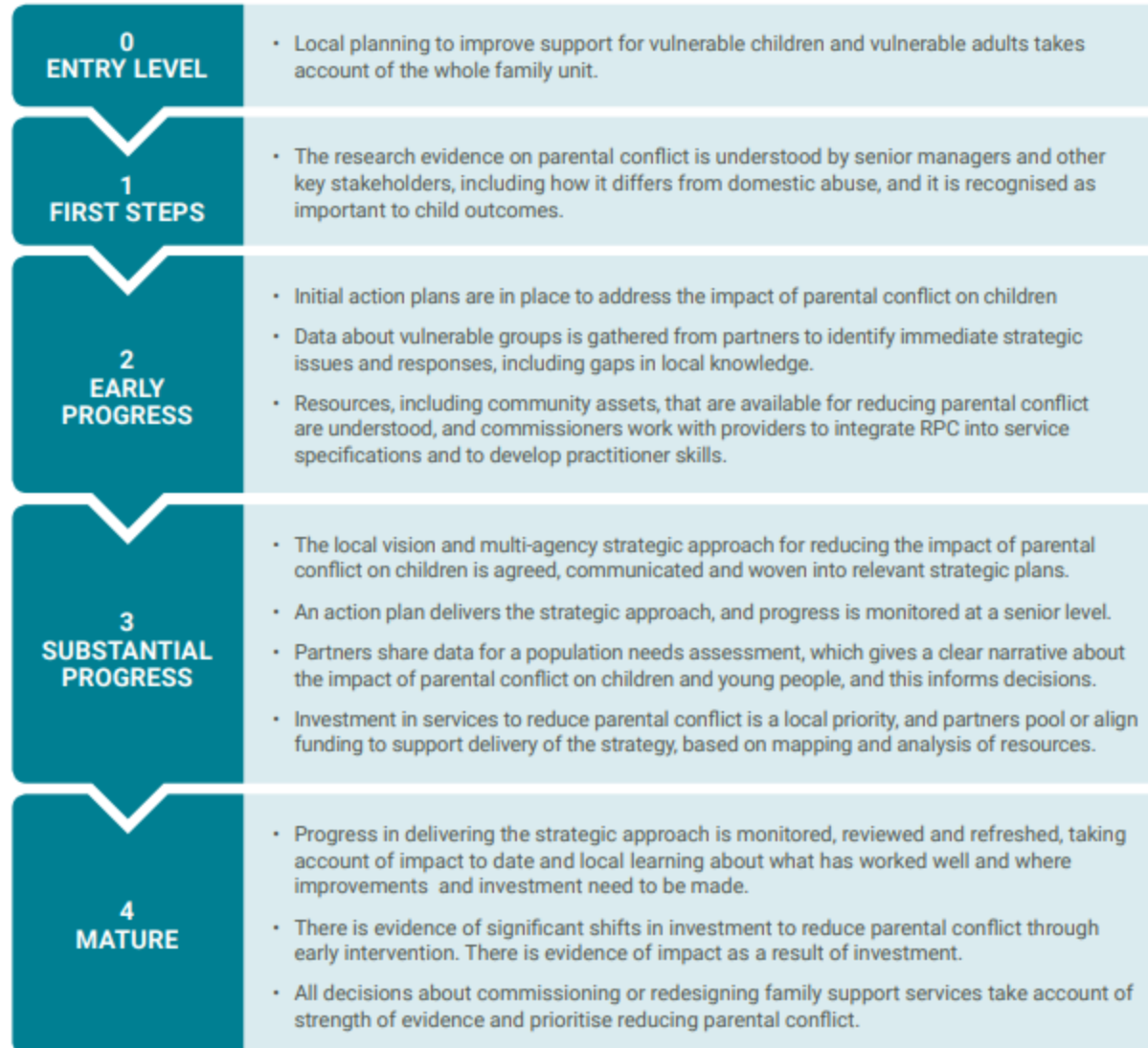
This element focuses on the local vision, strategic approach and plan for reducing the impact of conflict between parents on children. It considers how well community needs are understood, how data is used, and what the shared priorities are for taking action. It also considers how resources are aligned between partner organisations to support delivery of the local strategy. The strategic approach can be set out in an RPC-specific written strategy or integrated within wider early intervention family strategies.

3. PARTNERSHIP

LEAD

This element focuses on strategic leadership and partnership working to drive forward delivery of the local strategy for reducing the impact of conflict between parents on children. It focuses on core children's services partners as well as adult mental health services, domestic abuse services, homelessness services, alcohol and substance abuse services, and probation and prison services. This element also includes how leadership is distributed across the community and local organisations.

STRATEGY



PARTNERSHIP



STRATEGY



Enablers

- Parental conflict an explicit part of Early help strategies
- Strong partnerships with Family Hubs leads
- RPC incorporated into the Family Hubs structure and agenda

Challenges

- Changes in strategic leadership
- High staff turnover
- The continued promotion of RPC by senior leadership across partnership organisations

Next Steps

- Refresh and updates to relevant strategies
- Establish/review steering group membership
- Establish effective partnership Governance arrangements
- Develop understanding of local needs to inform strategies
- Increasing awareness among the multi-agency workforce

PARTNERSHIP



Enablers

- Delivery of awareness raising sessions with partner organisations
- Joint training initiatives co-designed with partner agencies
- Co-development of an RPC delivery plan with partners

Challenges

- Engaging some partner services and organisations
- Keeping partner agencies engaged
- Capacity and competing priorities

Next Steps

- Develop a multi-agency steering group and/or working group
- Sharing strategic responsibility for RPC
- Developing an engagement plan



Dr Abigail Miranda, Anna Freud

The role of family hubs in supporting effective strategic leadership for Reducing Parental Conflict



The National Centre for Family Hubs

The role of family hubs in supporting effective strategic leadership for Reducing Parental Conflict



Anna Freud
building the mental
wellbeing of the
next generation

National Centre for Family Hubs

NCFH is hosted by the Anna Freud's Early Years and Prevention Department.

We are a national learning platform who work with local authorities, health and voluntary organisations in England to support the design and development of family hubs so that babies, children and their families can access the joined-up, whole family and inclusive support they need to thrive.

We are funded by the Department for Education and our evidence partner is [Foundations](#).



<https://www.nationalcentreforfamilyhubs.org.uk/>

Participation

All our work is rooted in participation, understanding the lived experiences of children, families and stakeholders in the development of family hubs.

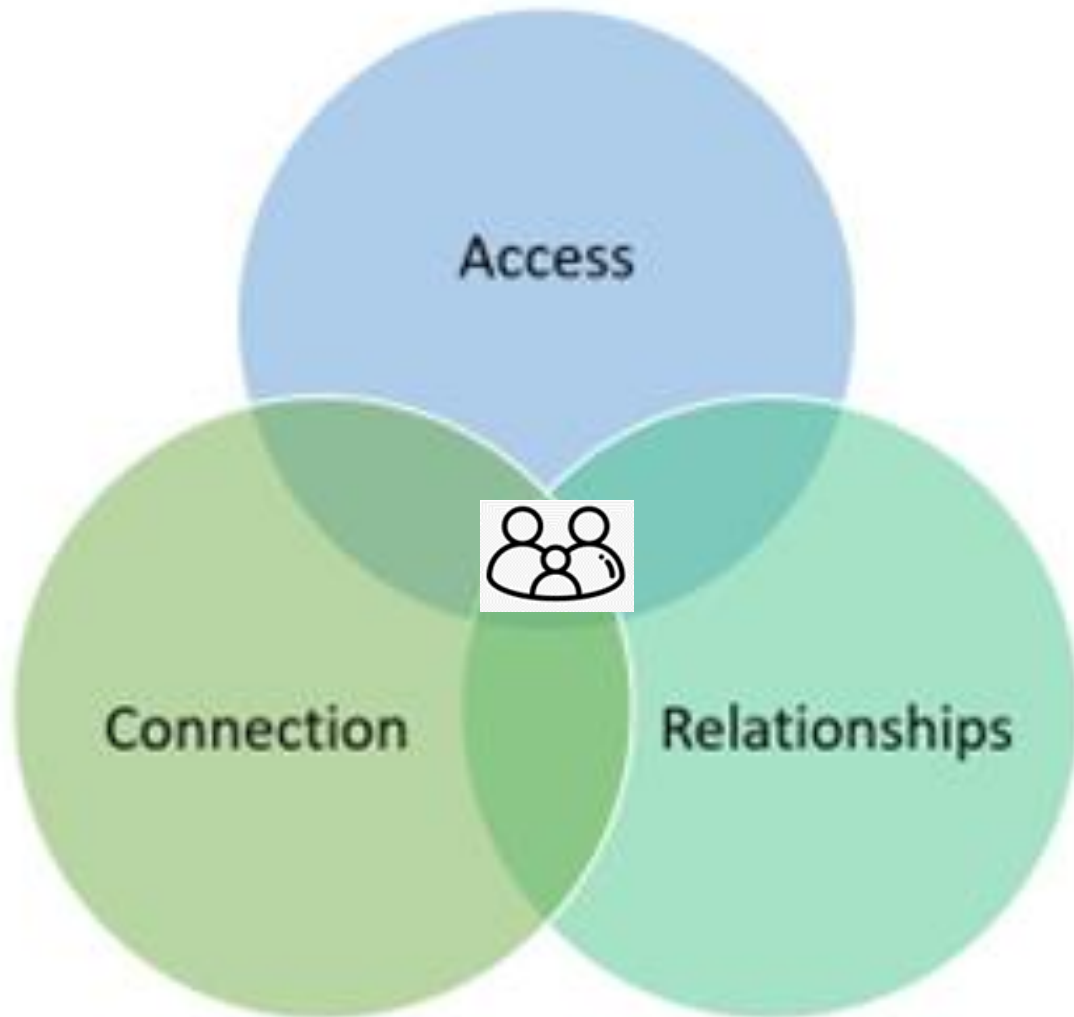


The Lundy Model of Participation, 2007



Anna Freud

The family voice



“Families have told us that they sometimes experience difficulty interacting with the complex service landscape and have to ‘re-tell their story’ to different services and professionals”

[Family hubs and start for life programme guide p4](#)



Anna Freud

A policy snapshot



Family Hubs: Local Transformation Fund

Application form



Anna Freud

Service available face to face at a family hub:

- Staff in the family hub are aware of the evidence on the impact of parental conflict, can identify it, can distinguish it from domestic abuse, and provide universal level support and initial early support (conversations with a trained practitioner - level 2), providing or connecting to moderate support (structured support from a trained practitioner - level 3) where required, whether this is on or off site. This support is available to parents who are together, separating or separated

Service available through the family hub but received elsewhere in the network:

- Staff in the family hub can connect parents to moderate support (structured support from a trained practitioner - level 3)

Virtual services available through the family hub, including static online information and/or interactive virtual services:

- Universal support available virtually e.g. information, apps, videos, and practitioners are available to offer early and moderate support virtually



HM Government

Annex F: Family Hub Service Expectations

Family Hubs and Start for Life
Programme guide

August 2022



Anna Freud

Developing a local offer...



**RELATIONSHIPS
MATTER!**
#seeitthroughtheireyes

- Family Hubs supports integration of services, but also provides a welcoming space for families
- Raises awareness of staff to signpost to RPC services within Family Hubs
- Peer support and combined training offer with RPC and Family Hubs
- Normalising conversations around parental conflict
- Way to provide whole-family support and capture the voice of the child



Anna Freud

Incorporating effective governance structures

- Transformation and systems change with collaboration and commitment from across
 - children's early help system
 - local community
- Integrated early help governance
 - Vision
 - Shared approach and outcomes
- Governance structures must enable different agencies to
 - Take collective responsibility
 - Share risks
 - Jointly invest in family hubs
 - Represent the views of parents, carers and young people





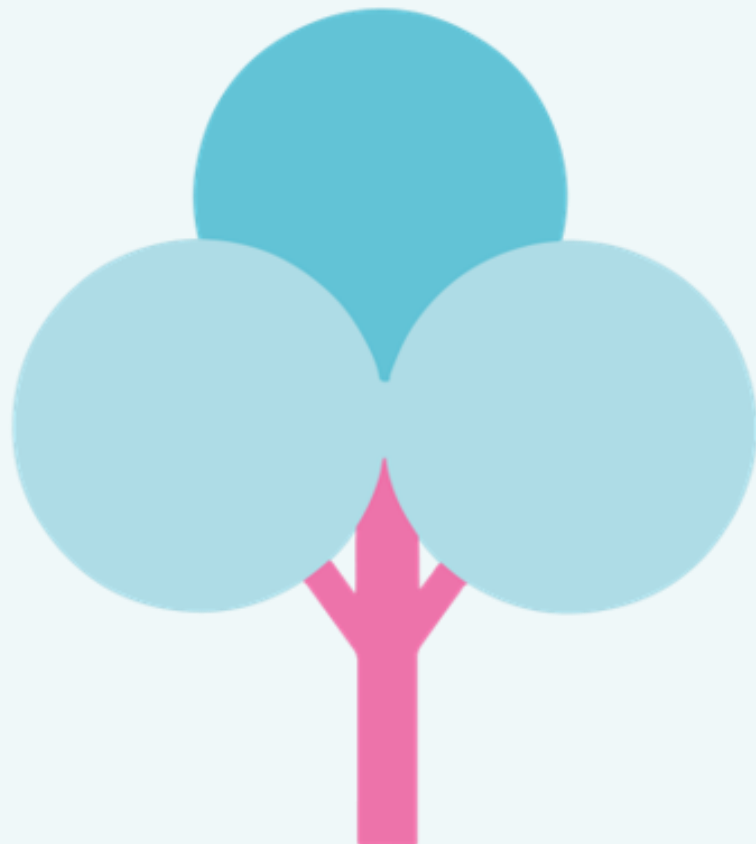
Collaborative Leadership

Collaborative leadership is grounded in the belief that a shared model of leadership is more creative and effective than a leader or group of staff working alone...A true collaboration values difference and prevents any one organisation or group from dominating. (Kings Fund, 2023)



Anna Freud

Developing effective leadership



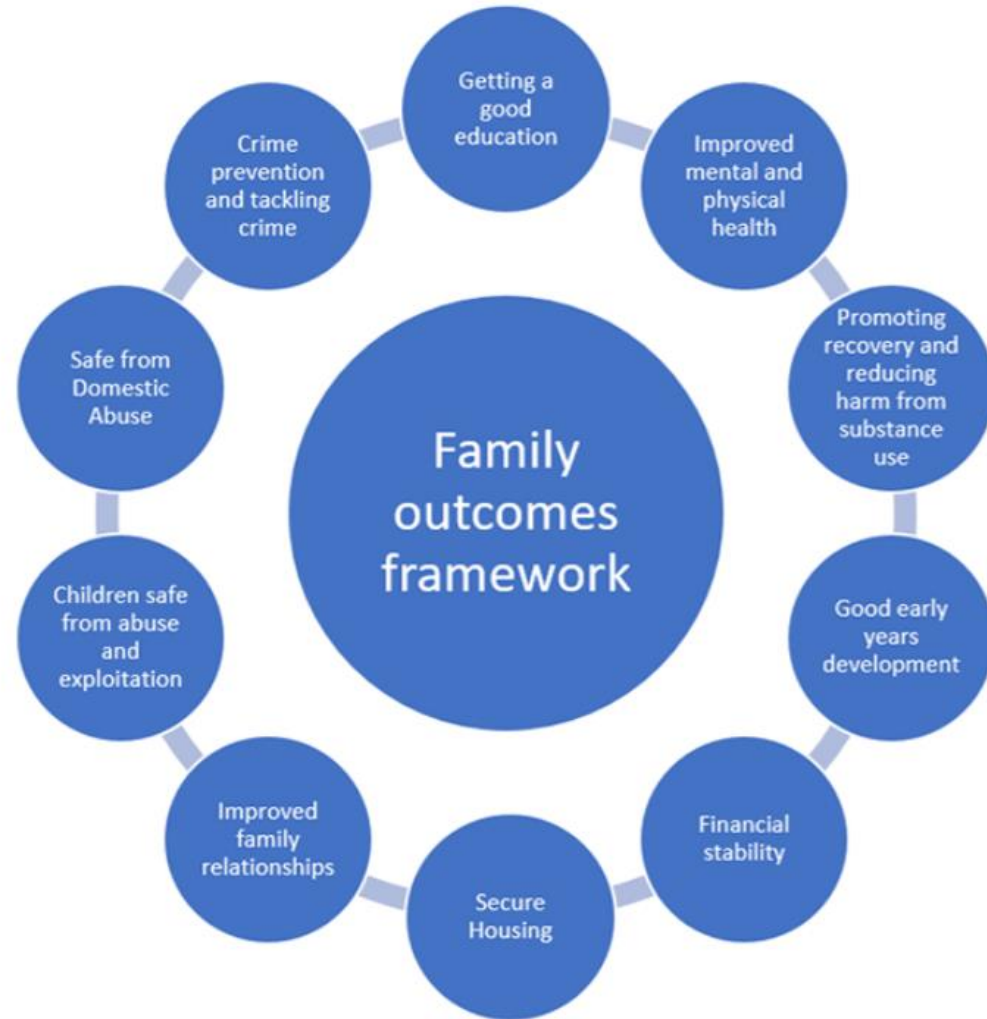
- Integrated governance and co-production of family hubs needs to be sustained through effective local integrated leadership arrangements.
- Leadership arrangements should include:
 - Local VCS
 - Faith Partners
- LAs need to **nurture** and **strengthen** integrated leadership arrangements through:
 - Workforce development
 - Supervision



Anna Freud

Evaluation & Sustainability...

- Embedding RPC outcomes into a systems-wide Family Hubs outcomes framework
- How to capture progress through local evaluation
- Making a local case to embed Family Hubs and RPC into Early Help strategy/Children's Plan





Mehnaz Malik & Mark Anslow, Bradford Children and Families Trust

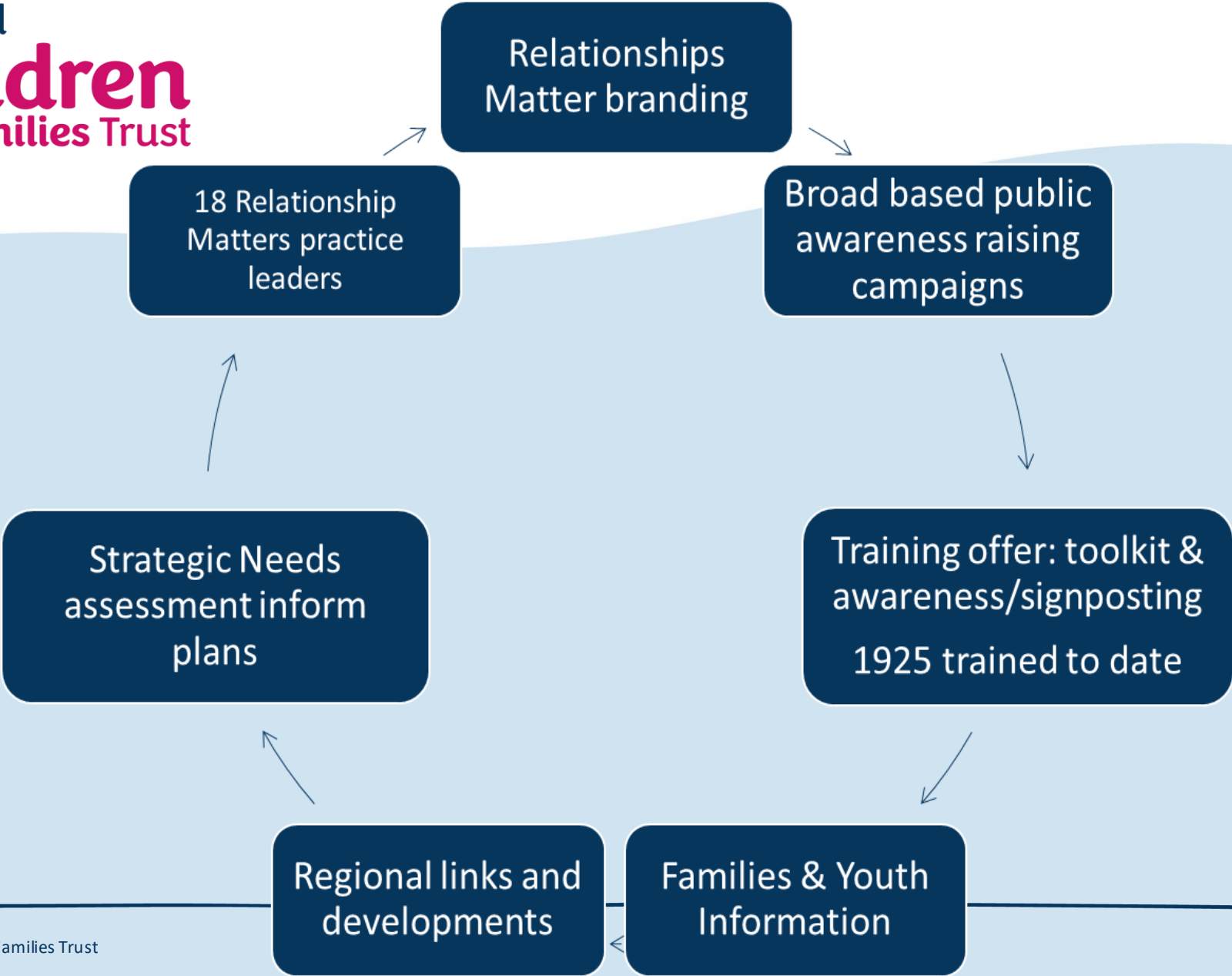
Strategic Leadership



Strategic leadership: Our journey in Bradford District



Key element of our approach:





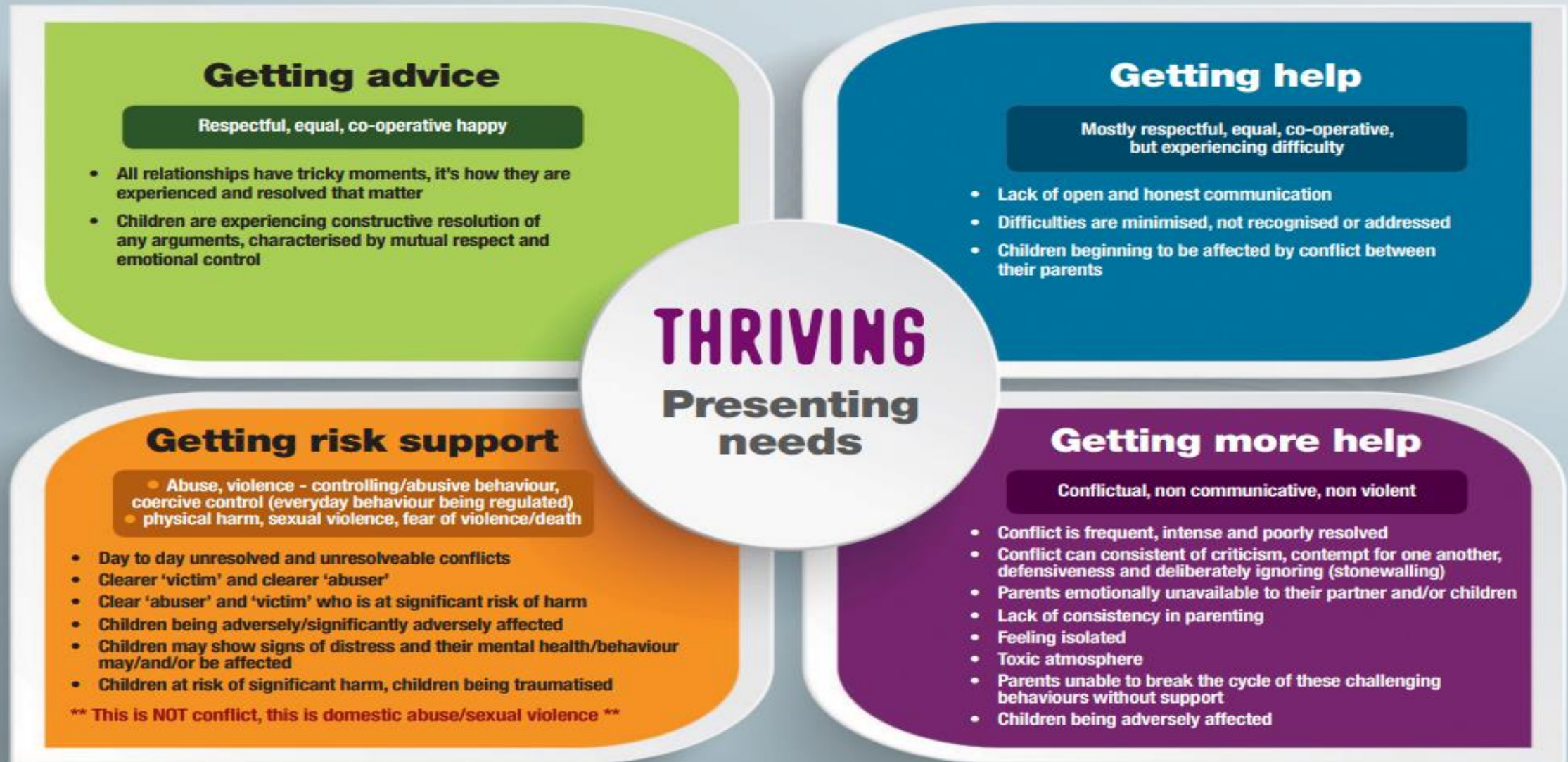
Bradford

Children
and Families Trust

Ownership and local/regional/national system engagement:

- PEH service manager strat. lead since start of programme. Dedicated Practice Lead and L & D Officer
- Intentional decision to incorp rather than stand alone
- PEH for CYP Board/Family Hubs and DA/SV Board (and tri boards) vision, priorities and reporting
- Enquiry sessions/strategic needs assessments/workforce surveys/family and youth consultations
- ASKs of Board – active support
- Engaged with EIF/Foundation research and development opportunities
- Comms often on progress inc. Monthly Progress reports and Pledges
- Common language and shared development of THRIVE

Relationships Matter – common language and shared pathways:



Relationships Matter – common language and shared pathways:

- National website home - Relationship Matters
- One Plus One digital courses:
 - Me, You and Baby Too
 - Arguing Better
 - Getting it Right for the Children
- The Little Book of Relationship Tips
- Families can access FYI Directory Relationships Matter / Bradford Families and Young Persons for universal support and advice

- Early conversations with a professional
- Consider if Early Help Assessment required
- One Plus One digital courses
- Parenting courses
 - Parenting Programmes for Families / Bradford Families and Young Persons
- Relationships Matter Toolkit which any professional can use
- FYI Website for self guided resources and other agencies that can support with factors contributing to conflict

THRIVE Support, services and resources

- Follow local domestic abuse/sexual violence pathway
- For more support and info visit Home - Bradford DASV (bradford-dasv.co.uk)
- Complete MARAC if appropriate or seek advice if unsure.

- Undertake an Early Help Assessment to rule out domestic abuse and/or consider referral for family support.
- Consider parenting referral after improvements in couple relationship
- One Plus One intervention undertaken alongside support from a professional
- Relationships Matter Toolkit
- 6 Structured sessions on Relationships Matter



Relationships Matters relaunch conference

(April 23)

- Strategic partners and system workforce
- Open by Council and CF trust's CXs – Amity & EIF/Foundations speakers
- Shared key points from the needs assessment/multi agency survey
- Launched new resources and training
- THRIVE model
- Pledges (93 signed pledges)
- Conference attended by over 200 delegates

Suggestions to develop strategic leadership:

- *Continuously linking to the right people/networking/attending events across the District - tailor and bespoke where you can*
- *Stakeholder map and keep it live*
- *Incorp in strategies/reporting i.e. supporting families, DA/SV prevention strategy*
- *Having relevant data sets for your area – universal and targeting*
- *Don't give up, persevere and repeat/refresh – active and regular comms*