

EARLY HELP AND TARGETED SUPPORT OFFER

I. BACKGROUND

Early Help is an offer of support to families at the earliest possible point where they begin to experience challenges in caring for their children.

Targeted Support offers a more intensive level of support for children, young people & families with complex needs, either over a short or longer term period of time.

Both types of intervention aim to reduce the need for statutory intervention, and minimise trauma for children and young people, but also to identify as early as possible those families where change and improvement are more difficult to achieve and sustain.

Local and national evidence shows that if families who are beginning to experience challenges in caring for their children get the right support as early as possible, the outcomes for the child and family as a whole are likely to be more positive, both for the immediate future and into their adult lives. Plymouth City Council, together with partners from across the local system share an ambition to transform the approach to Early Help and Targeted Support; to provide a more joined up response to emerging need, one which takes a whole family approach which prevents families having to repeat their stories, and ensures we are investing in the support which has the greatest possible chance of making a difference to the lives of children and young people..

The collaboration between both large and small partners to deliver services, innovate and bring additional funding into the City is central to the success of the Family Hubs. Families should be seen as key partners in the design and delivery of services within their local communities to empower them to not only take ownership in identifying areas that require improvement but also developing the solutions to address issues or emerging difficulties being experienced.

2. KEY PRINCIPLES OF SERVICE DELIVERY

The development of Family Hubs is based on the following system principles:

1. **Prevention is a fundamental aspect of provision** - prioritising early identification of children and young people's needs and risks to health and wellbeing to help avoid illness or harm.
2. **Early help should be embedded across the system** – children, young people & families offered help and information early in their life and in the development of specific health, care and/or educational needs.
3. **Innovation & evidence based provision** - we will continuously strive to improve the lives of children and young people through innovation and ensuring the best practice and current evidence of what works is used by existing practice and systems.

4. **Sustainability is key** - using Early Help to help drive sustainability of the system and also ensure efficiency and effectiveness through technology and good workforce management.
5. **Systems should be responsive & accessible** - responding to the changing population needs, designed with children, young people & families and delivered at the right time and place.
6. **Services should be personalised & use a strengths based approach** - developing choice and control for children, young people & families using information to personalise the response.
7. **Build upon the strength and resilience of individuals, families & communities** - value and enable the role of families and communities in developing and sustaining happiness, wellness, health, and safety. Empower children, young people & families to help themselves, build resilience and safely manage risks.
8. **Systems & services should be integrated** - a common focus on delivering outcomes for children, young people & families within a coordinated experience and manage risks. There is 'no wrong door' and practitioners are able to work across the system to deliver the best possible service including sharing information to develop and deliver effective practice.
9. **Trauma Informed Models of Working** - A trauma-informed workforce will deliver an integrated response to trauma recovery, using a whole family approach and recognizing intergenerational trauma. This will incorporate relationship based working, Adverse Childhood Experiences (ACEs) and other vulnerabilities as part of the ethos. We also need to consider the use of language¹.

3. KEY DRIVERS/LEGISLATION

3.1 National Drivers

The following legislation and strategies inform service delivery:

1. Children and Families Act 2014
2. Care Act 2014
3. Data Protection Act 2018
4. Child Poverty Act 2010
5. Children's Commissioner's Manifesto for Children
6. Green paper 'Advancing our Health: Prevention in the 2020s'
7. MHCLG Communities Framework 'By deeds and their results: how we will strengthen our communities and nation'.

¹ http://www.tactcare.org.uk/content/uploads/2019/03/TACT-Language-that-cares-2019_online.pdf

8. The End Child Poverty Campaign
9. Working Together to Safeguard Children 2018
10. Sure Start Children's Centres statutory guidance for local authorities, commissioners of local health services and Jobcentre Plus (April 2013)

3.2 Local Policy Drivers

The following local reports and initiatives support the proposed early help and targeted support offer:

1. Director of Public Health Annual Report 2019
2. Improving Choice for Women (Community Hub Model)
3. Child Poverty Action Plan 2019-2022
4. Plymouth Corporate Plan
5. Plymouth Employment & Skills Plan
6. Plymouth Education Plan
7. Plymouth Challenge
8. Plymouth Post 16 Plan
9. Preparing for Adulthood Transitions Plan
10. Revised Operating Model for Adult Social Care
11. Community Asset Transfer Policy including relocation of other partners into our buildings (asset matching)

4. SERVICE DESCRIPTION

4.1 Eligibility Criteria

People using this service:

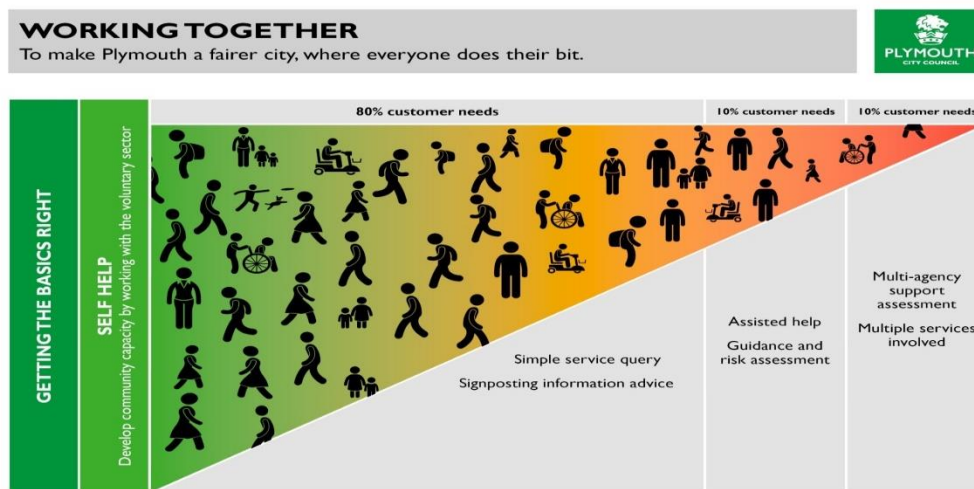
1. Will be 0-19 years old or parents and carers pregnant and/or with children or young people aged 0-19;
2. Will live in Plymouth;

In the event that need overtakes provision then a prioritising system based on highest degree of vulnerability will be put into operation (as agreed with partners and Commissioners).

4.2 Working Together to help our customers

Plymouth City Council's new operating model focuses on enabling the public to be empowered, self-sufficient and less reliant on services, while continuing to deliver a positive customer experience. The principles of Early Help align well with this model, by aiming to prevent escalation and helping people to confidently help themselves.

Figure 1 Diagram of the new Operating Model for Plymouth City Council.



4.3 Family Hub offer

Family Hubs are a central part of delivering Early Help; the skeleton on which the community based offer is built, with a sense of community ownership. They enable universal service provision to reach up, and Targeted Support provision to reach down, to provide wrap-around support for children, young people & families.

The Family Hubs are a network of community based buildings, utilising the children's centre and youth service estate, which offer personalised holistic support and signposting to children and young people aged 0-19, and their families and carers.

Family Hubs:

- Will have an open-door policy, with flexible opening times in the evenings, at weekends and during school holidays. This includes support for families with children aged 0-5.
- Are accessible by simply walking into any building, or by being signposted from a school or via a professional or member of their community.
- Provide a visible and easy to use digital offer including virtual tours of Family Hubs and ways of making contact via social media, email or telephone.
- Will not deliver all interventions on site, but the Family Hubs are a base for professional networking, co-location and working creatively as one "team".
- Provide opportunities for local communities, CSC, health partners, VCS organisations, services supporting schools and other interested partners to deliver activities and interventions from the Hubs buildings for children, young people & families, via staff or volunteers including peer supporters.

- In addition to the organised activities, also be places for informal social interactions which have benefits to building authentic connections between local people and reducing social isolation and loneliness².
- Feel welcoming and supportive; places where families know they can go for help without feeling judged or stigmatised. Staff will apply a kind, trauma informed approach to their interactions, from the very first point of contact.
- Recognise the key transition points for children and their families from pregnancy onwards through all education phases, including school readiness. The transition pathway is of particular importance for vulnerable children such as young carers and those with disabilities.
- Improve the experience for families through more effective multi-agency working and coordination of services.
- Offer support when families require Early Help, but are also a familiar venue for Targeted Support, if needs become more complex.
- Can offer space to schools or Children's Social Care staff where a multi-agency response may be required e.g. Children in Need meetings.
- Allow multiple generations of families to come together; a space to connect with one another and engage with support

Figure 2 i-Thrive Framework³



The model follows the i-Thrive Framework⁴, adapting to the needs of the family as they arise, with a focus on prevention.

The i-Thrive Framework illustrates the mental health and wellbeing needs of children, young people and families into 5 needs based groupings:

1. Thriving
2. Getting Advice
3. Getting Help
4. Getting More Help
5. Getting Risk Support

The Family Hub model is underpinned by the use of the **Early Help**

² Practice of Kindness Report, Learning from the Kindness Innovation Network and North Ayrshire. Zoe Ferguson and Ben Thurman. June 2019.

³ Source: <http://implementingthrive.org/wp-content/uploads/2019/03/THRIVE-Framework-for-system-change-2019.pdf>

⁴ <http://www.implementingthrive.org/about-us/the-thrive-framework/>

Assessment Tool (EHAT) to assess, share information and request involvement from early help and targeted support services. An Early Help outcomes-based plan and review process is the method of monitoring progress for children and young people, with a system outcomes framework for partners, to ensure that visibility of need and the impact of interventions is known.

The **Single Assessment** is utilised for families where concerns have escalated to statutory level, drawing on the information already gathered in the EHAT. The statutory and non-statutory review of services and activities will be coordinated around the family to avoid duplication of effort and avoid families repeating their stories.

4.3.1 Community Youth Provision

The Community Youth Service provision will facilitate and support young people's growth and health and wellbeing by encouraging their personal and social development, and enabling young people to have a voice and influence, and a place in their community and society.

Youth Workers support young people to have:

1. A sense of belonging
2. Improved Health & Wellbeing
3. Personal Skills Development
4. Social Skills Development

By delivering:

1. Utilisation of Social Media / e-platforms (Virtual Proactive / Virtual Reactive)
2. School Based Youth Work
3. Open Access / 'Drop ins' (in any community resource / venue) including specialist groups such as 4 Me and My Friends, Out Youth Group and No Limits.
4. Pop Ups (Reactive: issues raised / Proactive: Planned)

4.4 Satellite Site offer

The Family Hub offer is supported by Satellite Sites. These are locations within communities where services can be delivered and provide alternative access points to the Family Hubs offer.

The Satellite Sites meet some but not all of the Family Hub criteria e.g. may have large spaces to hold group activities but no office space. They can be targeted to specific age groups such as youth centres rather than spaces that could accommodate all age ranges. These will not necessarily be open 7 days per week but will need to consider opening hours that better suit the communities that they serve. They are mostly in more isolated communities to improve the visibility of the offer and are in locations which have been identified as important to the community and trusted, safe spaces.

4.5 Targeted Support Offer

Targeted Support offers a more intensive level of support for children, young people & families with multiple adversity, either over a short or longer period of time. These services aim to reduce the need for statutory intervention, improve better outcomes and reduce trauma for children and young people, but also to identify those families where change and improvement are more difficult to achieve and sustain. The use and promotion of a restorative practice approach seeks to repair and improve relationships across the whole of the child's network to sustain positive changes.

The service has one Targeted Support function; centrally located to deploy across a city-wide footprint dependent on need. This enables for the co-location of practitioners, underpinned by shared assessments of need and risk via a multi-disciplinary approach, for example, around safety to risk assess any potential DA.

Families are referred to the Targeted Support teams via Access, the Gateway/Hub, or via the Family Hubs. All requests for support are triaged using a multi-disciplinary team approach to consider who would be most skilled to work with the child or family.

Practitioners are deployed from the Targeted Support Teams on the basis of need to support Family Hubs staff and deliver interventions to families in the community, including in family homes, Family Hubs or other community sites such as schools. Services are not be delivered where the Targeted Support Team is located to avoid possible stigmatisation of families accessing the associated buildings. The Targeted Support Teams offers services such as crisis response to prevent escalation, either for individuals or communities, as well as an interface with related services such as the Complex Lives Alliance

The targeted support offer includes:

- A specialist team to work with adolescents and their families, particularly those on the edge of care, in order to prevent escalation and the need for these children and young people to become looked after;
- Working with families with young children in the early help arena and under the Public Law Outline (PLO), using the FIP model, to create and sustain meaningful change;
- Expertise and a clear response offer to young people at risk of Child Exploitation (CE);
- Family Group Conferencing, mediation, Return Home Interviews, and a family support function to children and young people allocated within statutory social work services, which will include step-down cases;
- Support for specific vulnerable groups – young carers, those affected by parental substance misuse;
- The service provides specialist interventions for young people's substance use.

5. DELIVERY MODEL

The Supplier will work in partnership with the full range of services either commissioned or provided by the Children's Directorate, with the aim of supporting them to achieve their individual outcomes, goals and aspirations. There are four themes of delivery for the Family Hubs:

1. Health & Development
2. Employment, Education & Childcare Support
3. Relationship Support & Family Stability
4. Supporting Families with Multiple Adversity

The table below sets out the four themes and how these will interface with other parts of the Plymouth system:

Theme	Interfaces
Health & Development	<ol style="list-style-type: none"> 1. Community Health Wellbeing & SEND Support Service incl. HVs, School nurses & CAMHS - Development sessions, Great Expectations, Chatterbox and Weaning Workshops 2. Primary & Secondary Care incl. Continuing Health Care (CHC) and Child Development Centre (CDC) 3. Maternity & Midwifery - Midwifery Clinics 4. Public Health Thrive 5. Integrated Care Partnership incl. Perinatal MH, Adult MH & IAPT 6. Healthy Start (77 retailers accept Healthy Start vouchers in Plymouth) 7. Improving Choice for Women (Community Hub Model) 8. Sexual health services 9. Food banks
Employment, Education & Childcare Support	<ol style="list-style-type: none"> 1. The Box / Libraries 2. Education, Participation & Skills incl. SEND; Access; EP; Inclusion, attendance & Welfare; SAL; CME & Elected Home Education 3. Nurseries & Early Years settings incl. Excellence Centres 4. Schools / Colleges / Universities / PEC / ACE 5. Adult Education incl. Careers SW & On Course SW 6. DWP / Job Centre Plus / Local Employers / PIP
Relationship Support & Family Stability	<ol style="list-style-type: none"> 1. CDC incl. Circle of Security 2. Community Connections incl. Community Centres and Housing 3. EHWPB in Schools incl. Healthy Relationships (Empower Plymouth) 4. VCSE incl. MH services, Mentoring & Counselling Advocacy for LD parents & YP, therapeutic services 5. Young Parents Supported Accommodation
Supporting Families with	<ol style="list-style-type: none"> 1. OOHs / CSC

Theme	Interfaces
Multiple Adversity	<ol style="list-style-type: none"> 2. Criminal Justice incl. CARA/VISTS, Probation, Child Centred Policing, Community Champions, Citizens in Policing, Victim Care & Pathfinding Team 3. DA Services incl. PDAS & SARC. 4. VCSE services supporting sexual health and preventing sexual violence and CE incl. TfC, BASE, CSA Hub 5. Complex Lives Alliance 6. PAUSE Programme 7. Adoption/Post Adoption/Fostering Support 8. YOT 9. VCSE
Across all key areas	<ol style="list-style-type: none"> 1. Gateway 2. Wellbeing Hubs incl. IAG, social action & capacity building, social prescribing, wellbeing services 3. PIAS (Plymouth Information, Advice and Support for SEND) 4. VCSE incl. Shelter, RIO, Intercom Trust – LGBT+, Young Devon, Edinburgh Trust, Pride of Plymouth, Eddy Stone Trust, Princes Trust, Southway Play Care, Southway Community Group 5. Military Support Services / Veterans 6. Faith Groups and Places of Worship 7. Traveller Community groups

6. QUALITY STANDARDS

There service will adhere to the following quality standards: Direct work with young people and families is subject to auditing to ensure quality of interventions.

All staff and volunteers will receive regular supervision by appropriately qualified staff to support their wellbeing and help to manage risk, where appropriate. All staff should have supervisions every 2 months and annual appraisals as a minimum requirement. The frequency of the supervision will be dependent on the level of risk in the families being managed by staff.

Early Help is currently under consideration by Ofsted and there may be requirements and quality standards set out in any future inspection programme.

7. OUTCOMES

The delivery of activities and interventions take a whole family intergenerational approach and where appropriate is co-produced with children, young people and their families. The Think Family approach will be adopted at all levels to secure better outcomes for children, young people and families with additional needs by co-ordinating the support they receive from children's, young people's, adults' and family services. The 9 outcomes areas described in the Outcomes Framework below link to the 4 key Family Hub areas which are given in brackets () after each outcome in the first column. This framework will allow us to see the impact of the service offer within the Family Hubs, Targeted Support with the wider Children's System being monitored alongside this.

Outcomes	Activities	Outputs	Indicators	Methods*
Early Help (Family Hubs)				
I. Economic wellbeing for families and raising aspirations (Employment, Education & Childcare Support)	Sessions offered to families to: <ol style="list-style-type: none"> manage benefits, debt, childcare funding, budgeting and maximise income independently linking with DWP and other partners e.g. Period Poverty campaign. completing applications, training, volunteering, education (numeracy and literacy), vocational, apprenticeship and internship opportunities to improve employability linking with local employers, educational settings, libraries, Careers SW, NCS, DWP, Read Easy Plymouth and other partners. assist with housing applications and support to reduce risk of homelessness and 	Advice, Information, Guidance (AIG) and signposting families to appropriate resources Weekly drop in and monthly group sessions. 1-2-1 support, where needed.	Ability to manage personal finances effectively Families, carers and young people feel empowered to live the lives they choose and are given the right skills to reach their full potential to achieve a positive destination Ability for young people and families to	Measuring management of personal finances, positive destinations and housing stability: <ol style="list-style-type: none"> Annual Family Hubs survey for CYPF and partners and focus groups (FH) Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard) Annual Quality Review (PCC) including "Mystery Shoppers" CRM Lite Reporting (PCC/FH) Monthly engagement question for families related to

	<p>maintaining tenancies for families including life skills.</p> <p>d. Create a school uniform bank for families to access.</p>		effectively manage their tenancies and avoid homelessness	seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).
<p>2. Improved School Readiness (Health & Development and Employment, Education & Childcare Support)</p>	<p>Sessions offered to families to:</p> <p>a. promote early years education, the home learning environment and linking with other relevant initiatives such as Summer Reading Programme and Bookstart.</p> <p>b. support access to childcare and eligible funding.</p> <p>c. ensure development milestones are met before transition including working with schools to promote school readiness on their open days and speech and language services.</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly group sessions.</p> <p>1-2-1 support, where needed.</p>	<p>Families build home learning environments that support children's early years development</p> <p>Families are able to access childcare and eligible funding, when required</p> <p>Children are meeting their development milestones, as appropriate</p> <p>Improvement in children's school readiness, attendance and attainment</p>	<p>Measuring the improvement in school readiness:</p> <p>a. Annual Family Hubs survey for CYPF and partners and focus groups (FH)</p> <p>b. Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard)</p> <p>c. Annual Quality Review (PCC) including "Mystery Shoppers"</p> <p>d. CRM Lite Reporting (PCC/FH)</p> <p>e. Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).</p> <p>f. Bookstart packs given to families (FH)</p>
<p>3. Building positive</p>	<p>Offer a range of opportunities for:</p>	<p>AIG and signposting</p>	<p>Create a sense of pride and a</p>	<p>Measuring the building of positive relationships and</p>

<p>relationships and networks within the community (Relationship Support & Family Stability)</p>	<p>a. volunteering to create self-sustaining groups including developing peer support networks, helping other families within their local community, promoting active citizenship and sharing volunteers.</p> <p>b. developing community cohesion, connectedness, trust, local pride, civic duty, community resilience, ownership and capacity to improve sustainability and provide additional support accessible within the community through a programme of events and use of the Family Hub buildings e.g. community cafés.</p> <p>c. actively engaging with the local community to develop and deliver services for a continuous approach outside the family hub through representative engagement through schools and local businesses etc.</p> <p>d. partnership networking events to build on the strengths and resources within the community and share good practice.</p> <p>e. coordinating and/or supporting the applications to maximise grant funding that supports the principles of the Family Hubs and an inclusive economy.</p> <p>f. engagement with the voluntary sector to enhance capacity and support development</p>	<p>families to appropriate resources</p> <p>Representative Peer Support and Community Networks for each Family Hub</p> <p>Programme of Community Events including use of the buildings by community groups</p> <p>Annual Partnership Networking Event for the Family Hubs staff and volunteers and the community of practice</p>	<p>shared responsibility for looking out for each other and for 'raising' the children of the community and celebrating what's good about their community.</p> <p>Create communities where equality and diversity are welcomed and embraced.</p> <p>Grant applications being submitted within communities.</p>	<p>networks within the community:</p> <ol style="list-style-type: none"> Annual Family Hubs survey for CYPF and partners and focus groups (FH) Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard) Quarterly good news stories for every Family Hub (FH) Quarterly grant applications submitted (FH) CRM Lite Reporting (PCC/FH) Annual Quality Review (PCC) including "Mystery Shoppers" Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).
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	within the community through extending networks and contacts	Supporting quarterly grant applications with partners.		
4. Improved emotional health and wellbeing for the whole family (Relationship Support & Family Stability)	<p>Offer accessible activities to:</p> <p>a. prevent social isolation, loneliness, promote positive social interaction, build attachment, gain independence skills and wellbeing for families to help achieve their own goals including discounted travel, how to access to CAMHS and after school clubs, decluttering and hoarding etc.</p> <p>b. develop peer support for family cohesion to build positive healthy relationships, communication skills, confidence, empowerment, trust assertiveness, mindfulness, identity, positive self-esteem and building on resilience to manage without support.</p> <p>c. deliver and signpost counselling services for couples and families including post-separation support.</p> <p>d. empower parents and carers to understand adolescence and support their young people.</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly group sessions.</p> <p>1-2-1 support, where needed.</p> <p>Delivery of Video Interactive Guidance (VIG) focussing on attachment and atonement</p>	<p>Ability for families to have a good sense of wellbeing; feel secure, content, motivated and inspired.</p> <p>Ability of families to feel confident to be experts within their families and access services independently of support.</p> <p>Families re-organise intergenerational family culture towards positive outcomes, improved social</p>	<p>Measuring the improvement of emotional health and wellbeing for the whole family:</p> <p>a. Annual Family Hubs survey for CYPF and partners and focus groups (FH)</p> <p>b. Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard)</p> <p>c. CRM Lite Reporting (PCC/FH)</p> <p>d. Annual Quality Review (PCC) including “Mystery Shoppers”</p> <p>e. Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).</p>

	<p>e. support for young people experiencing bullying (e.g. for ADHD/Autism) to prevent suicide and self-harm.</p> <p>f. vulnerable young people including LGBTQ+, SEND and EHE</p> <p>g. Reducing Parental Conflict (RPC) between the parent child-relationship and the adult relationships, raising awareness of RPC and recognising parental conflict awareness of RPC and the impact on children's outcomes, recognising parental conflict, and using direct work tools to engage and support these families. This will also include including use of RPC tools.</p>		<p>interaction and relationships.</p> <p>Practitioners identifying areas of concern as early as possible with a consistent approach gaining trust and a good reputation.</p>	
<p>5. Families are better informed about the services available (Across all key areas)</p>	<p>Providing accessible advice, information, guidance and signposting on relevant topics and support to families through a range of resources including social media.</p> <p>Developing and maintaining a digital offer on POD for the Family Hubs as a whole across the city to ensure consistency and quality of information.</p> <p>Developing reciprocal signposting arrangements between Family Hubs and partners such as Libraries, The Box and Wellbeing Hubs to ensure families are signposted to the most appropriate place.</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly group sessions.</p> <p>1-2-1 support, where needed.</p>	<p>Families are better informed about the services available and are able to confidently share their knowledge with others</p>	<p>Measuring how families are better informed about services available:</p> <ol style="list-style-type: none"> Annual Family Hubs survey for CYPF and partners and focus groups (FH) Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard) CRM Lite Reporting (PCC/FH) Annual Quality Review (PCC) including "Mystery Shoppers"

				<p>e. Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).</p>
<p>6. Children and Young People at the Forefront (Across all key areas)</p>	<p>Children and young people co-design:</p> <p>a. accessible resources their local communities.</p> <p>b. school-based and community events and activities.</p> <p>Communication of a clear process of accessing Family Hubs and what should be achieved by these services to both CYPF and practitioners including transition pathway for vulnerable children and young people.</p> <p>Ensuring that all direct work with children, young people and families takes into account their wishes, thoughts and feelings; gaining insight into their lived experiences.</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly group sessions.</p> <p>1-2-1 support, where needed.</p>	<p>Flexible resources that allow the service to effectively respond to CYPF changing needs including working in partnership with educational settings</p> <p>CYPF understand the Family Hub offer and have ownership of the Family Hub activities.</p>	<p>Measuring how children and young people are at the Forefront of the Family Hubs:</p> <p>a. Annual Family Hubs survey for CYPF and partners and focus groups (FH)</p> <p>b. Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard)</p> <p>c. CRM Lite Reporting (PCC/FH)</p> <p>d. Annual Quality Review (PCC) including “Mystery Shoppers”</p> <p>e. Quarterly good news stories for every Family Hub (FH)</p> <p>f. Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by</p>

				all Hubs and collated centrally on a monthly basis (FH).
7. Supporting Parents (Health & Development and Relationship Support & Family Stability)	<p>Deliver sessions relating to pregnancy and breastfeeding support, Home safety & First Aid, Pre and Post-natal support to prevent post-natal depression and behaviour support.</p> <p>Co-deliver sessions with health partners such as Development sessions, Great Expectations, Chatterbox and Weaning Workshops.</p> <p>Supporting parents and carers to understand ages and stages relating to Child Development (e.g. entering adolescence) to assist with the implementation of age appropriate routines and personal boundaries.</p> <p>Working with key partners to deliver evidence based parenting programmes such as PACE, Take 3, Escape and Parenting Wisely etc.</p> <p>Developing Peer Support for parents and to build social and community networks.</p> <p>Deliver sessions for marginalised groups such as young parents, adoptive parents, parents with LGBT children and ethnic minorities including access to interpreting services, where required.</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly group sessions.</p> <p>1-2-1 support, where needed.</p>	<p>Pregnant and new parents feel supported to keep themselves and their child(ren) healthy.</p> <p>Parents understand how to manage the development stages and behaviour of their children.</p> <p>Families have good support networks and feel part of their local community.</p>	<p>Measuring how well parents are supported in their parenting role:</p> <ol style="list-style-type: none"> Annual Family Hubs survey for CYPF and partners and focus groups (FH) Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard) Annual Quality Review (PCC) including “Mystery Shoppers” CRM Lite Reporting (PCC/FH) Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).

<p>8. Improved physical health (Health & Development)</p>	<p>Promote physical hygiene including oral hygiene to children, young people and families together with partners such as the oral health improvement programme.</p> <p>Working with partners to prevent holiday hunger and promote healthy meals including the Healthy Start programme.</p> <p>Deliver physical wellbeing activities programme with community partners including schools to promote exercise, play, better sleeping habits, smoking cessation.</p> <p>Engagement with local sport organisations to provide events and activities for families.</p> <p>Advice and support on sexual health awareness and contraception (c-card programme).</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly group sessions.</p> <p>1-2-1 support, where needed.</p>	<p>Children and young people manage their own personal hygiene well.</p> <p>Families are able to prepare and eat healthy meals.</p> <p>CYPF make healthy lifestyle choices.</p> <p>Good sexual health awareness and access to contraception</p>	<p>Measuring improvements in physical health:</p> <ol style="list-style-type: none"> Annual Family Hubs survey for CYPF and partners and focus groups (FH) Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard) Annual Quality Review (PCC) including “Mystery Shoppers” CRM Lite Reporting (PCC/FH) Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).
<p>9. Keeping families safe (Relationship Support & Family Stability and Supporting Families with</p>	<p>Active engagement with local organisations, Police, Safer Plymouth, families and communities to provide a safe, healthy, secure environment for children and young people including online safety, harm reduction, sexting and preventing sexual violence, reduction of Harmful Sexual Behaviour (HSB) and CE.</p>	<p>AIG and signposting families to appropriate resources</p> <p>Weekly drop in and monthly</p>	<p>CYPF feel safe at home and in their communities.</p>	<p>Measuring whether families are keeping safe:</p> <ol style="list-style-type: none"> Annual Family Hubs survey for CYPF and partners and focus groups (FH) Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard)

Multiple Adversity)	Deliver Keep Safe work i.e. using PANTS and other interactive resources with families and communities.	group sessions. 1-2-1 support, where needed.		<ul style="list-style-type: none"> c. CE Screening Tool (PCC/FH) d. Annual Quality Review (PCC) including “Mystery Shoppers” e. CRM Lite Reporting (PCC/FH) f. Monthly engagement question for families related to seasonal topic in one of the outcome area to be agreed by all Hubs and collated centrally on a monthly basis (FH).
Targeted Support (Targeted Support may also deliver early help interventions as part of their work)				
<ul style="list-style-type: none"> 1. Economic wellbeing for families and raising aspirations 2. Improved School Readiness 3. Building positive relationships and networks 	<p>Carry out shared assessments of need and risk to collectively manage and sequence the service offer using a multi-disciplinary approach e.g. to minimise the risk of CE and CSE.</p> <p>Deliver family support under the Public Law Outline (PLO) and crisis intervention work to support families in planned way to prevent further escalation of need.</p> <p>Emergency unplanned work to respond to same day emergencies e.g. supporting young people into foster placements, supporting</p>	<p>AIG and signposting families to appropriate resources.</p> <p>Family Support provision.</p> <p>Crisis intervention.</p> <p>FGC sessions delivered to</p>	<p>Early intervention and engagement of families preventing further escalation of need.</p> <p>Parents are able to manage their family’s well and sustain meaningful change.</p> <p>Better communication</p>	<p>Measuring targeted support and preventing escalation:</p> <ul style="list-style-type: none"> a. Annual Family Hubs survey for CYPF and partners and focus groups (FH) b. Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard) c. Longitudinal outcomes (potentially generational) for Targeted Support families including re-entering the service (PCC)

<p>within the community</p> <p>4. Improved emotional health and wellbeing for the whole family</p> <p>5. Families are better informed about the services available</p> <p>6. Children and Young People at the Forefront</p> <p>7. Supporting Parents</p> <p>8. Improved physical health</p> <p>9. Keeping families safe</p> <p>(Across all key areas)</p>	<p>young people/ families with emergency appointments.</p> <p>Provide initial response to 16/17 year olds who may be at risk of or are homeless as part of PCC's 16/17 year old Joint Protocol. Where it is not possible to prevent homelessness, support the young person through the processes of single assessment and as necessary, making a homeless presentation to Community Connections.</p> <p>Offering consultancy to Family Hubs staff to identify families as early as possible and effectively step down cases.</p> <p>Support for young carers including those caring for parents with mental health and signposting to services for parent carers and siblings of disabled children and parent carers supporting elderly parents.</p> <p>Specialist support for young people with substance use issues and the children of parents with substance use issues.</p> <p>Delivering Hidden Harm training to partners as part of the safeguarding training offer.</p> <p>Delivering Family Group Conference and Mediation sessions to families and providing</p>	<p>families referred.</p> <p>Mediation sessions delivered to families referred.</p> <p>Weekly drop in and monthly group sessions.</p> <p>Group activities programme for school holidays.</p> <p>1-2-1 support, where needed.</p>	<p>and coordination between early help and targeted support staff.</p> <p>Staff feel confident to step down targeted support cases to early help/universal levels.</p> <p>Practitioners support successful family reunifications.</p> <p>Reduce negative impact of caring on young carers and effectively support their transition</p> <p>Young people with substance use issues will be able to sustain positive change</p>	<p>d. Annual Quality Review (PCC) including "Mystery Shoppers"</p> <p>e. CRM Lite Reporting (PCC/FH)</p> <p>f. CE Screening Tool (PCC/FH)</p> <p>g. No. of Young Carers Assessments and Transition Assessments (PCC)</p> <p>h. Return Home Interviews (PCC/Police)</p> <p>i. NMDTS Activity and Outcomes Reporting (Public Health)</p>
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	<p>advocacy, where appropriate for these sessions.</p> <p>Create an Alternative to Placements programme with partners for school holidays such as Fit and Fed and Summer Mix programmes.</p> <p>Actively engage with families who receive reoccurring support to understand root causes.</p> <p>Support young people to access advocacy services, where appropriate.</p> <p>Deliver the YOT Prevention Programme.</p> <p>Chair/attend Multi-Agency Meetings to triage need and deploy resources effectively.</p> <p>Carry out pre-birth assessments and prepare court reports, where required.</p> <p>DA victim and perpetrator support for families experiencing domestic abuse support including the 1:1 Perpetrator, group programmes to support victims of DA Assertiveness Programmes.</p> <p>Support young people who have missing episodes and are subsequently found by the police including completing RHIs within</p>			
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	<p>72hrs and support to minimise risk of further missing episodes and CE.</p> <p>Complete Young Carers Assessments and Young Carers Transition Assessments.</p>			
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Note: * The organisation/function that provides the data is given in brackets (). A list of relevant tools can be found in Appendix I.

DRAFT

8. STAFF

The Supplier will maintain a complete staffing structure chart for the Plymouth Family Hubs delivery area which provides detail of:

1. Individual staff working in the Family Hub, their responsibilities and the FTE.
2. A Safer Recruitment protocol to keep vulnerable children, young people and their families safe who have contact with the EHTS services.
3. Training and qualifications for staff including the minimum Workforce Development requirements for Early Help and Targeted Support (see Appendix 2 for more detail).

9. MONITORING INFORMATION

The Supplier, at performance review meetings or during regular visits or via electronic request, will provide the following monitoring information as required:

Required quarterly in advance of contract monitoring meetings:

1. Equality and diversity data
2. Data for the Families With a Future (Troubled Families Programme)
3. Annual Family Hubs survey for CYPF and partners and focus groups (FH)
4. Impact evaluations for interventions/outcomes or goals achieved (FH/EHAF Dashboard)
5. Longitudinal outcomes (potentially generational) for Targeted Support families including re-entering the service (PCC)
6. CRM Lite Reporting (PCC/FH)
7. Monthly Family Hub question related to the outcomes in this framework to be agreed by all Hubs and collated on a monthly basis (FH).
8. Bookstart packs given to families (FH)
9. Good news stories for every Family Hub (FH)
10. Areas for development/systems challenges
11. Grant applications submitted (FH)
12. CE Screening Tool (PCC/FH)

Required on an annual basis in advance of the contract performance review meetings:

- Staff skills and training progress/matrix
- Quality Review visits may be planned or unannounced including “Mystery Shoppers”

Performance review meetings will be held on a quarterly basis and will take the form of a meeting between the Commissioners and the Supplier’s representatives.

10. BUSINESS CONTINUITY

A Business Continuity Plan will need to be in place for the service.

APPENDIX I TOOLS

These tools are available to Early Help and Targeted Support practitioners to support their work, alongside the main Early Help Assessment Framework Tools.

Theme	Tools
Health & Development	<ol style="list-style-type: none"> 1. Complex Pre-birth Assessment 2. Community based Assessments 3. Family Management Skills Assessment (FMSA) 4. Mental Health Assessment 5. Adult Wellbeing Scale 6. Wellbeing Analysis 7. Non-mandatory Health Assessments 8. STORM
Employment, Education & Childcare Support	<ol style="list-style-type: none"> 1. EYFS Assessment
Relationship Support & Family Stability	<ol style="list-style-type: none"> 1. PACE 2. PACAT Assessment 3. RPC Tools
Supporting Families with Multiple Adversity	<ol style="list-style-type: none"> 1. Young Carers Assessments 2. SDQ 3. CE Screening (Police use Children's Society CE Tool, Barnardo's Boys Too toolkit) 4. CE Disruption Toolkits such as NWG Exploitation Response Unit and Home Office Disruption Toolkits 5. FIP assessment 6. FGC Family Plan 7. Single Assessment 8. Risk & Vulnerability Matrix 9. DUST 10. Referral to Targeted/Specialised Services 11. CSR Assessment 12. DASH
Across all key areas	<ol style="list-style-type: none"> 1. EHAT, Outcomes based support plan, Review and Exit. 2. EHC Plan 3. 0-19 mandatory checks and associated tools 4. Surveys for Young People - Evaluation 5. Consent Forms/Membership Forms 6. Distance Travelled Toolkit 7. Monitoring Toolkit – Behaviours, Need, Trends, Support 8. Transformative Evaluation (Community Youth Services)

Theme	Tools
	9. Early Help and Intervention Services 10. Outcomes Star or other outcome measuring tool

APPENDIX 2 WORKFORCE DEVELOPMENT FRAMEWORK

Early Help and Targeted Support Workforce Development Framework:

- a. Principles and Values essential for working with Children, Young People and Families
- b. Orientation: Understanding Family Hubs and wider Plymouth partnership context
- c. Building Your Networks:
 - i. Partners within the Family Hubs 'Community of Practice'
 - ii. Key interfaces and interdependencies across the wider Plymouth partnership
 - iii. Family Hub 'Partnership days'
- d. Your role: Information and Signposting
- e. Your role: Safe Practice
- f. Your role: Understanding the development of children and young people
- g. Your role: Enabling children, young people and families to achieve sustainable positive change
- h. Your role: Safeguarding Children, Young People and Adults
- i. Your role: Integrated Working and the Early Help Assessment Framework