



COVENTRY SAFEGUARDING CHILDREN PARTNERSHIP

# Coventry Early Help Strategy 2020-2022

Supporting families through receiving the right help at the right time



# Foreword

## From the Lead Member for Children's Services

I am pleased to present this Early Help Strategic and Transformation Plan 2020-2022 to you at this important phase of our continuous improvement journey, and an important part of the city's Early Help offer. It takes time, as well as a shared commitment, to improve outcomes for children and their families and this plan highlights how committed to One Coventry we are, working with our partners and communities to ensure that our children, young people and their families get the very best the city can offer.

Our revised overarching vision is **'Coventry: where children, young people and families matter.'**

Our Vision for children and young people is for **Coventry children and young people to have supportive families, live safe from harm, fulfil their potential, are health, and have positive and fulfilling lives.**

The definition of Early Help is to:

- Reach children, young people and families when the need first emerges
- Intervene when there will be the greatest impact

We have this extensive programme of transformational change, to build and develop Early Help services within the city further.

We have much to be proud of in Coventry, and the Early Help services continue to drive and maintain the pace and energy to implement, embed and sustain any changes and developments to achieve our vision.

It remains a challenging environment in public services and we continue to maximise opportunities for innovation and creativity.

I want to thank our partners, our staff and our young people who have helped to shape this strategy and plan and who deliver services. Your hard work is appreciated – let's make Coventry a great place for all our children, young people and their families.



*P. Seaman*

**Councillor Pat Seaman**

Lead Member for Children's Services

## From the Director of Children's Services

I am passionate about improving services for children and families. It is clear there is a commitment from politicians, partners and staff to make a real difference to ensure that children are at the heart of everything we do. We are committed to our One Coventry approach, our partnerships are maturing, trusting and effective at both strategic and operational level. In our partnership work, the focus remains on the child, young person and families.

Our strategy for Early Help, is reflective of our partnerships. Early Help is everyone's business and in Coventry and as a partnership we are all passionate about this.

Our overarching vision is **'Coventry: where children, young people and families matter'**. We will continue to drive improvements to ensure children, young people and families receive help and support that makes a difference to their lives and allows them to be empowered.

Since Ofsted judged us to **'require improvement to be good'**, in March 2017, Children's Services through our extensive transformation programme implemented a service redesign, which has included revising our workforce structures; the development of eight family

hubs and the creation of a new operational structure for Children's Services.

Coventry Early Help Partnership is committed to providing outcomes for children and families in order to ensure that they are able to benefit from what's on offer in order to guarantee them the best start in life.

The transformational changes planned will deliver a sustainable 'steady-state' for Children's Services and develop on a continuous basis through 'business as usual' activity and ensure children, young people and their families get the Right Help, Right Time.

There is an explicit commitment to ensure that Early Help in Coventry reaches a position where it is continuously achieving good outcomes for the children, young people and their families.

Our Early Help Strategy is our flagship to ensuring that as a partnership we hold children and their families at the centre of all we do and build out service around them. Our strategy is 2020-2022 with an annual transformation plan included.

As a partnership in Coventry we are proud of our achievements and we believe together we can make Coventry a great place to live, grow and work.



A handwritten signature in black ink, appearing to read 'J. Gregg', written in a cursive style.

**John Gregg**  
Director of Children's Services

## Our Coventry Early Help Partnership Pledge:

**Collaboration:**

We will strive to ensure children and young people get the right help at the right time, and empower families to make changes and build resilience, by working in partnership with families and across the early help partnership

**Open:**

We will actively listen and work in an open and honest way with children, young people and their families

**Valued:**

We will value all families; their views will be heard, and we will support their involvement and act on what they tell us

**Exemplary:**

We will ensure our services are of a high standard and deliver best outcomes for children and young people

**Need:**

Families will have access to a number of interventions to support and meet their needs, identified through a whole family assessment

**Thrive:**

We will work with all families to help them to thrive and do as well as they can, and not just reduce risk or survive

**Respect:**

We will ensure respectful practice, which will be relationships based and build on the strengths and resilience of families and communities

**Yes:**

We will work hard together to find solutions and to overcome challenges that we face.

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PART ONE

# Background and context

## Executive Summary

### **Our shared vision:**

**Coventry: where children, young people and families matter**  
**Coventry's Early Help Partnership aims to: Reach children, young people and families when the need first emerges; and intervene when there will be the greatest impact.**

### **Our Early Help outcomes**

1. Children, young people and their families are healthier and emotionally well
2. Families access support and help from within their local communities
3. Children are “school ready” and preschool inequalities are reduced
4. Parents and service users are involved in design and delivery of local services
5. Children and families access the right help at the right time resulting in sustainable change
6. Parents and young people involved in or victims of crime and/or anti-social behaviour is reduced
7. Children achieve high levels of school attendance and achievement and educational inequalities are reduced
8. Preschool children live in safer homes and there is reduction in preventable accidents
9. Children grow up in families where financial exclusion and debt is minimized
10. Adults and young people are supported to access employment, education and training

### **Key Deliverables of the Early Help Partnership 2020-2022**

- ▶ Develop and implement the Early Help Assessment (EHA) to ensure needs are assessed early and needs are met by all partners
- ▶ Develop the use of Signs of Safety practice to enable a shared language to be used with families
- ▶ Develop further and embed the Family Hub Model, to ensure children, young people and families are getting the Right Help Right Time, through an integrated Early Help workforce
- ▶ Continue to implement the Troubled Families transformation programme to deliver whole family approaches
- ▶ Implement Coventry's multi-agency parenting strategy 2018 - 2023
- ▶ Develop the use of our Family Hub buildings
- ▶ Develop a new model for mental health and emotional wellbeing support
- ▶ Deliver effective public health promotion and prevention activities

## The Early Help Partnership in Coventry

**Organisations across the Partnership have supported the development of this strategy and are committed to the principles and shared priorities contained within it.**

Partners have “pledged” to deliver services to children, young people and their families in line with this strategy, the resulting Implementation Plan and to report on performance to the Coventry Safeguarding Children Partnership, through the Early Help Delivery Group and at the local Early Help Advisory Groups. Contribution to the Early Help offer is to ensure that families receive the **right help at the right time** as outlined in Part 2 of this strategy, and how partners work together in an integrated way is central to the strategy. There are several forums for integrated practice including:

### Early Help Delivery Group

A work group of the Coventry Safeguarding Children’s Partnership is established and consists of senior representatives from local partners – both statutory and from the voluntary sector. Representatives meet on a quarterly basis and the group reports to the Coventry Safeguarding Children Partnership (previously the Local Safeguarding Board). This board has overseen the development of this strategy and will monitor and evaluate the implementation.

### Four Early Help Advisory groups

(South, Central, East, West) meet on a termly basis to identify priorities for the communities within the local area, develop the local offer and evaluate the impact of early help services on outcomes for children and young people.

### Eight Family Hubs

**(Aspire, Wood Side, Pathways, Mosaic, The Moat, Park Edge, Harmony, Families for All)**

These are place of integration for local partners who can develop a shared approach to working with families and their children aged 0-19 years and are places that families can access a range of connected services in the community.

### Eight Friends of...

Forum for residents, parents, young people and other community members. They can meet with local practitioners to provide feedback, design and develop services to help improve their lives and their community.

### Family Matters

Weekly integrated case discussion meetings held at the Family Hub to review early help requests and identify services to offer the right help at the right time.



## Membership of the Coventry Early Help Partnership

The following organisations have been involved in the development of this strategy and the associated transformation plan. These represent the statutory partners of the Coventry Safeguarding Children Partnership and members of relevant agencies the expectation is that the membership will expand to include relevant agencies who deliver services in line with the early help outcomes.

<b>Service</b>	<b>Role who attends Early Help Delivery group</b>
<b>Family Hubs (LA)</b>	Early Help Managers
<b>Family Health and Lifestyle Service (SWFT)</b>	General Manager
<b>University Hospital Coventry &amp; Warwickshire (UHCW)</b>	Lead Professional for Safeguarding
<b>Coventry Law Centre</b>	Chief Executive
<b>Ignite</b>	Programme Manager
<b>Grapevine</b>	Chief Executive
<b>Secondary Schools</b>	Head Teacher (representative)
<b>Primary Schools</b>	Head Teacher (representative)
<b>Nursery Schools</b>	Head Teacher (representative)
<b>Police</b>	Superintendent
<b>Clinical Commissioning Group (CCG)</b>	Head of Safeguarding
<b>Coventry Safeguarding Adults Board and Children's Partnership</b>	Manager
<b>Public Health</b>	Consultant
<b>Education – Early Years (LA)</b>	Strategic Lead
<b>Help and Protection Service (LA)</b>	Strategic Lead

## Case for Change - why Early Help is important to Coventry

**Early Help is a high priority nationally and in Coventry for two key reasons.**

Effective Early Help has a positive impact on the lives of children and young people. This has been evidenced through several reviews<sup>1</sup> - led by Graham Allen MP, Rt Hon Frank Field, Dame Claire Tickell, Professor Eileen Munro, Sir Michael Marmot and work by the Centre for Excellence in outcomes (C4E0).

Sir Michael Marmot underlined the significance of early help in the following way, ***“Giving every child the best start in life is crucial for securing health and reducing health inequalities across the life course. The foundations for virtually every aspect of human development – physical, intellectual and emotional – are laid in early childhood. What happens during these early years, starting in the womb, has life-long effects on many aspects of health and well-being”.***

Effective Early Help also has a positive impact on public finances in a context of significant financial pressures. Effective Early Help reduces the demand for higher cost services. Conversely late help has a high human cost and a high financial cost. The Early Intervention Foundation report estimated a £17bn national cost of late intervention. Coventry's aim is for a redirection of finite resources from high cost, high intervention services to prevention and early intervention support. In this context, there is a strong motivation to provide a high-quality, innovative Early Help service in Coventry.



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1. Reviews include: Early Intervention: The Next Steps. An Independent Report to her Majesty's Government (2011), Graham Allen MP; The Foundation Years: Preventing Poor Children from Becoming Poor Adults (2010), Frank Field; The Early Years: Foundations for Life, Health and Learning (2011), Dame Claire Tickell, The Monro Review of Child Protection (2011), Professor Eileen Monro; and The Marmot Review (2010)

## Our Coventry context and key priorities

### Population

Coventry has a population of 366,800 residents (mid-2018), and it is the ninth largest city in England by population. The city has seen a sustained increase in its population over the past ten years, due to natural change (more births than deaths) and international migration. Indeed, from 2017-2018, Coventry was the 14th fastest-growing local authority area out of 381.

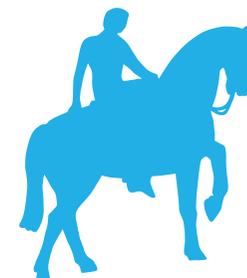
Just over one-fifth of Coventry's population, or 79,000 (21.5%) are children and young people under the age of 18 years. Of Coventry's children's population, 23,100 are under-fives; 28,700 are around primary school aged (ages 5-10); 19,800 are around secondary school aged (ages 11-15); and 7,400 are around sixth-form/college aged (ages 16-17).

Coventry is home to 237,800 (64.8%) adults of prime working age (18-64), plus 50,000 people (13.6%) over the age of 65. Three-quarters (75%) of the city's working aged population (16-64), were economically active in the year to December 2018. This is lower than the West Midlands regional average of 77%. This is partly because of the city's high number of students – 32% of the city's economically inactive population are students (18,900 of 59,500), compared to a regional average of 28%.

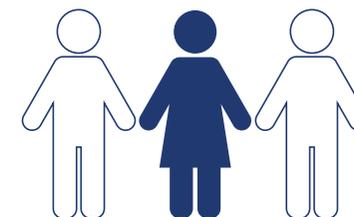
### Deprivation

19% of Coventry neighbourhoods are amongst the 10% most deprived neighbourhoods in England. There is an estimated 16,140 children in poverty before housing costs (or 21.21% of children). The estimate after housing costs is 24,931 children, or 32.77%. 10% of Coventry's population have no qualifications, limiting their ability to gain rewarding employment in the city. Furthermore, the city has a notably higher proportion of households with no working age adult works (17%). 16,100 of Coventry's children live in low-income households. This equates to 21% of children in Coventry, in England, the figure is 17%. 16% of Coventry school pupils are known to be eligible and claiming free school meals. Coventry's relative deprivation, as measured by the English indices of multiple deprivation (IMD) 2019 has generally improved compared to the previous release in 2015. Coventry is ranked 81st out of 317 local authorities (with 1 being the most deprived), compared to 59th in 2015. There are also significant differences between wards, for instance, 58% of children in Foleshill live in low-income families (after housing costs) compared to 18% in Wainbody.

### A diverse population



Coventry's population estimate for mid-2018 was **366,800** an increase of 6,600 from mid 2017



**33%** of Coventry population are BME

### Deprivation

**16,100** Coventry children live in low-income households.



### % achieving a good rate of development



### Education



primary school pupils attend a good or outstanding school

### Crime



93

first time entrants to the youth justice system

### School readiness

By the age of five, fewer children achieve a good level of development (68%) lower than the national average (72%) and the most disadvantaged five-year olds in Coventry are further behind. The city's lowest performing 20% of five-year-olds fall behind the rest by 37%. This equate to five percent wider than the gap nationally. Amongst children in receipt of free school meals, 55% achieve a good level of development, compared to 70% for all children. Girls do better than boys however they are still lower than the national average. In addition, only 64% of children of mixed ethnicity achieve a good level of development.

### Educational attainment

95% of the city's primary school pupils attend a good or outstanding school, but Coventry's performance at the end of year 2 (key stage 1) is below that of comparable places.

At the end of year 6 (key stage 2), 62% of Coventry children met the expected standard in reading, writing and maths.

In 2018, the higher performing groups in key stage 2 include: pupils with a Bangladeshi, Indian, Pakistani or other Asian background; and pupils whose first language is not English. The lower performing groups in key stage 2 include: pupils with an education health and care plan, pupils receiving special educational needs support, pupils eligible for free school meals; pupils who joined

the school in year 5 or year 6 and pupils with a Black Caribbean ethnic background. In secondary education, pupils in Coventry achieve a lower level of attainment and progress than average. More young people in Coventry finishing school or college progressed into sustained education, employment or training. Fewer young people are not in education, employment or training (NEET). It is estimated that 380 Coventry 16-17 year olds are NEET or those children whose activity is not known. This is equivalent to 5.4% of that age group and is lower than the regional or England rates.

### Crime

Coventry's youth offending rates are low. In 2018/19, there has been a further reduction in first time entrants to the youth justice system (93, down from 126) and there is a reduction in the number of substantive offences (479, down from 582). However, many of the young people known to youth offending services and Early Help face complex needs including mental health issues, poor educational attainment and poor school attendance. This is also growing concerns regarding youth violence. This will have a detrimental impact on their life chances.

### Health

Overall health equalities in the city is below average, with residents living in more deprived parts of the city living shorter lives, and spending a greater proportion of their shorter lives in poor health than those living in less deprived parts of

the city. Overall health in the city is below average. The increase in life expectancy has stalled. Life expectancy in the city is currently 82.4 years for females and 78.3 for males and females can expect to live almost a quarter of their lives in poor health (18.9 years) whilst males can expect to live just over a fifth of their lives in poor health (15.4 years). Males living in less deprived parts of the city can expect to live up to 10 years longer; and for females, the gap is 8 years. This means that people in more deprived parts of the city not only live shorter lives, but also spend a greater proportion of their shorter lives in poor health compared to those living in less deprived parts of the city. At birth, there are high rates of breastfeeding initiation but avoidable differences in health emerge by the time a child reaches the age of five. Coventry also has a higher prevalence of diagnosed HIV and childhood vaccination take-up rates in Coventry dropped notably in 2017/18. Coventry has high rates for some communicable diseases. Coventry has one of the highest rates of Tuberculosis (TB) however the figures show an upward improvement.

### Employment

Over one-third of the city's working age population is highly qualified. The number of Coventry residents in employment has been increasing strongly for last few years. The employment rate is 72%, with 169,900 of 236,000 working age residents in paid work. There are inequalities in employment, with residents of White British ethnicity having higher employment rates than amongst residents from BME backgrounds overall.

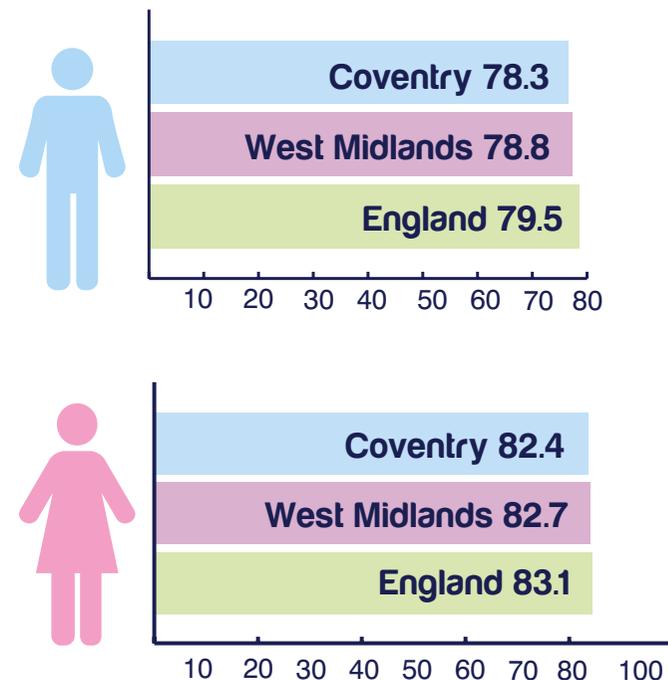
### Involvement with Children's Services

There are a high number of families with complex needs that meet the criteria for the Government's Troubled Families programme compared to statistical neighbours. The 'toxic trio' of domestic abuse, mental health issues and drug and alcohol abuse are significant issues for Coventry parents, which impacts on their children. Some families have deeply entrenched multi-generational problems. Some families encounter problems that put their children at risk outside of their families such as child sexual exploitation or gang influences and contextual safeguarding is a priority for Coventry. The aim is for a redirection of resources from high cost, high intervention services to prevention and early intervention support and services.

### Diversity

Coventry is an ethnically diverse city, with around one-third (33%) of the population from minority ethnic groups, compared to 20% for England as a whole. The largest minority ethnic group are Asian/Asian British communities, making up 16.3% of the city's population; including 8.8% with an Indian background. The next largest minority group are people with a White Other background, who make up 4.9% of the population. Coventry's population with a Black African background has grown to 4%, which is now more than double the English average (1.8%). The largest numbers of new communities are from Polish, Nigerian, Somali, Cameroonian, Chinese and Roma communities.

### Life Expectancy at Birth



### Employment



**72%**  
of working-aged people in Coventry are employed



PART TWO

# Our Strategy

## Our vision for children and young people

Our vision for children and young people is for:  
**Coventry: where children, young people and families matter**

Early Help services will work collaboratively to ensure that every child, young person and family with additional needs have expert support and interventions at the right time, in the right place, by the right professionals. Children and young people need to enjoy their childhood and adolescent years, to grow up to be responsible citizens, contributing to the city, and develop independent skills which allows them to be fulfilled adults. Coventry's vision promotes economic growth and jobs and protects the most vulnerable. Children and young people are at the heart of this. They are important to the city now and in the future.

Early Help services want to offer the **right help, at the right time** to improve outcomes for children, young people and their families and to prevent the need for high demand on statutory services. Early Help is a **way of working** that supports children in the early years of their lives, and as well as when a problem emerges at any stage in their lives. Coventry's definition of Early Help is one that should be practically applied by any professional in any context.



## A partnership approach

**Coventry Early Help Partnership is committed to providing a range of help to children in order to ensure that they are able to benefit from what's on offer in order to guarantee them the best start in life.**

This Early Help strategy sets out the shared commitment to deliver effective early help to children, young people and their families. Coventry Safeguarding Children Partnership aims to ensure that all children, young people and their families in Coventry have access to the right help at the right time, to enable them to reach their full potential. The strategy is a partnership document designed to enable partners to have access to a wide range of resources, so services can carry out their work by offering early interventions for children up to the age of 19 (24 years for those with Special Education and Disability Need). The Early Help Strategy underpins the principle that early intervention is always preferable to high cost and intrusive interventions. It is Coventry's aim to

encourage all partners to keep investing in and exploring preventative approaches. The efficiency of this will be reviewed annually to ensure that the strategy is effective and fulfils its purpose. At the heart of the strategy is the ambition to hear the voice of the child and place them central to all that the partnership does. The partnership aims to develop and support a workforce that is dedicated in meeting the needs of the child through innovation, responsiveness to needs, and regular evaluation of skills. Coventry Safeguarding Children Partnership will encourage partners to do things differently and to effect change, that result in improved outcomes for children, young people and their families.



## Early Help Services in Coventry

The definition of Early Help is to:

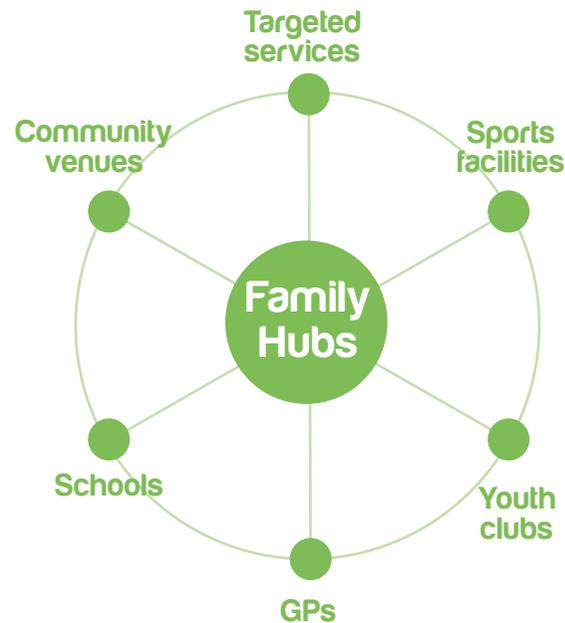
- Reach children, young people and families when the need first emerges;
- Intervene when there can be the greatest impact

Effective Early Help is the responsibility of everyone in Coventry. This includes organisations working directly with children, young people and families across the statutory and voluntary sector, and with the community, and families. Practitioners and agencies working with children and young people have a shared responsibility to keep them safe and provide an effective, efficient and co-ordinated service to support their health and wellbeing. By **working together** and sharing information and resources, the best outcomes can be achieved for children and young people.

Family Hubs bring together different people from different areas of the workforce in a co-ordinated way to provide a holistic whole family plan of Early Help support to families who need it, when they need it, resulting in the greatest impact.

They also work with and support partners (spokes) to provide effective early help.

The hub and spoke model



## Strategic principles and priorities

Early Help services will support the delivery of the strategic programmes and projects as set out in the Early Help Transformation plan. Through partnership working we will:

- ▶ **identify** the needs of children, young people and their families across a continuum of need
- ▶ understand and **respond quickly** to the needs of children, young people and families across the continuum of need
- ▶ **work collaboratively** to support families preventatively and at the earliest opportunity **refocusing resources from crisis intervention to prevention**
- ▶ support families to achieve their full potential, paying particular attention to **action on poverty and health inequalities** which limit families' ability to thrive and to work together to mitigate the impact of child poverty and health inequalities
- ▶ support an **action learning approach** that ensures that learning and evidence informs future service design and delivery. This includes listening to what children and families have to say about what helps to prevent problems occurring or escalating
- ▶ develop **multi-agency partnerships** to work together within the Family Hub community venues to extend the offer of preventative early intervention to improve outcomes for children, young people and families for generations to come



## Our principles of working together

The Early Help offer in Coventry is personalised, multi-agency and evidence based. The ambition is that families, particularly those with multiple and complex needs have access to co-ordinated Early Help to meet their need as soon as difficulties are identified. Successful early help will include developing and supporting resilience in children and families, helping them to thrive and cope with life's challenges and hence reducing the need for services.

The following guiding principles set out the way the Early Help Partnership will strive to work with families together:

- ▶ The **experience, wellbeing and the voice of children and young people** is central to everything we do.
  - ▶ Parents have the primary responsibility for the care and development of their children and for them growing up in loving environments where there are strong attachments. The family is the primary resource. We will **build trusting relationships with parents and families** in order to support them and to build on the strengths and skills they have to bring up their children.
  - ▶ **Whole family working** that recognises the uniqueness and diversity of each family and family member.
- ▶ We will work with families to enable the development of positive extended family, **personal and community networks** so that families access positive informal support.
  - ▶ We will work with families to **identify needs and root causes** rather than just the presenting issues, at the earliest opportunity.
  - ▶ We will **deliver and target the right help, at the right time** and will flexibly endeavour to ensure the best outcomes for children, young people and their families.
  - ▶ We will work with families until such time this is support is no longer required and families are **resilient**.
  - ▶ We will **regularly evaluate** the impact of our work with individual families and learn from this through measuring the success of interventions delivered and seeking feedback from children and families.
  - ▶ We will **involve families in shaping, designing and delivering** support and services.
  - ▶ We will use **shared resources and assets** more effectively and creatively together. This includes buildings, finances, and people – utilising the strengths of families and professionals.



## How will we know Early Help is working?

The overall aim is to develop a cohesive Early Help offer embedded within the whole family approach that builds protective factors and family resilience, enabling and empowering families to help themselves, and one another. The delivery of the Strategy will be progressed and evaluated by the Early Help Delivery Group, through the implementation of the Early Help Transformation Plan, which is regularly reviewed using the Early Help and Transformation maturity models.

This plan includes five Transformation Strands which serve to enable the progress from a *“Developing” to a “Maturing” and finally a “Mature” partnership.*

### 1. Strategy and leadership

Strategic plans for the local authority and partners, governance arrangements and activity that support our strategic commitments and local commissioning opportunities.

### 2. Doing it together and with families

Services that plan, create and review the Early Help offer to ensure it provides what families need and that work together to build strong stable families, using the strengths and assets of the families and communities.

### 3. Purpose, trademark and culture

Developing a shared vision and ambition with the openness to challenge and change. Providing an offer that is adaptable, responsive and effective in its support to families, with high levels of respect and trust between different staff groups, the community and the families it serves. This includes developing new, evidence-based local practice; and internal communications to staff across local services and external communications to the wider partnership.

### 4. The right team

A clearly identified workforce that share core skills that are inquisitive and interested in families and can build relationships that serve to help and build collaboration, through integrated workforce development and performance management.

### 5. What's the story?

A comprehensive understanding of local needs that informs local services, and data and evidence that confidently describes the challenges and problems faced by families, and how we are working together to overcome these. This includes delivery structures and processes, data systems and data sharing agreements and practices.



## Early Help outcomes

There are a wide range of important measures that are indicators of the effectiveness of Early Help. The following measures will particularly focus on the effectiveness of our combined efforts. Effective Early Help, including the Family Hubs, will deliver against the following **shared Early Help outcomes**:

1. Children, young people and their families are healthier and emotionally well
2. Families access support and help from within their local communities
3. Children are “school ready” and preschool inequalities are reduced
4. Parents and service users are involved in design and delivery of local services
5. Children and families access the Right Help at the Right Time resulting in sustainable change and reduction in the need for social care intervention
6. Parents and young people involved in or victims of crime and/or anti-social behaviour is reduced
7. Children achieve high levels of school attendance and achievement and educational inequalities are reduced
8. Preschool children live in safer homes and there is reduction in preventable accidents
9. Children grow up in families where financial exclusion and debt is minimised
10. Adults and young people are supported to access employment, education and training

**The following output measures will form part of the Key Performance Indicators of an effective co-ordinated Early Help offer:**

- Increase in the number of families being supported through our “Here to Help” function
- Increase in number of “request for early help” from an increasing range of sources
- An increase in the number of whole family Early Help Assessments completed per agency.
- Increase in % of cases which achieve a positive outcome at point of closure
- % of feedback from those that receive EH service that indicate that it was timely, helpful and resulted in them being more resilient and confident in parenting their children and improved their capacity to meet their family’s needs



## Priority vulnerable groups

Coventry's Early Help Partnership Strategy aims to improve outcomes for **all its children, by ensuring all children young people and families receive the help they need at earliest opportunity.**

However, certain groups have been identified as especially vulnerable including those that have complex and multiple needs as identified by phase 2 of the government's Troubled Families Programme:

- Children who need help
- Parents and children involved in crime or anti-social behaviour
- Children who have not been attending school regularly
- Adults out of work or at risk of financial exclusion or young people at risk of not being engaged in learning, training or employment
- Families affected by domestic violence and abuse
- Parents and children with chronic health problems that impact on their parenting including alcohol and drug misuse and mental health issues

has also identified further local indicators of vulnerability, which include:

- Children living in poverty
- Young people who engage in or are coerced or exploited into risky behaviours and criminal exploitation including drugs, gangs, alcohol, and sex
- Those living in poor or unsuitable housing or accommodation and at risk of homelessness
- Children with special educational/additional needs
- Children that go missing from home
- Children living in families with significant parental conflict
- Young carers



## Services across continuum of needs - Delivering the right help at the right time

It is important to have a common and shared understanding of how services work together to support children and families in Coventry. Every practitioner must understand their own role – and that of their organisation – and how they should work with other services in order to support vulnerable children and families. The ability to offer families the right services at the right time depends upon accurately understanding and assessing their needs. Assessment is an ongoing process as children and young people’s needs will change over time and the levels of risk to which they can

be subjected can vary over time. In Coventry the Early Help services are provided by a range of organisations including voluntary and community groups addressing different levels of need, as describes in Right Help Right Time guidance. We have integrated processes including “Family Matters” and the use of the Early Help Assessment and integrated teams within Family Hubs ensure earlier identification of emerging need and to provide a timely response, proportionate to the need and risk to children’s wellbeing and harm.



	Level 1 - Universal No additional needs	Level 2 - Early Help Additional needs meaning there is a risk of poor outcomes	Level 3 - Multi-agency Early Help Additional needs meaning poor outcomes are likely	Level 4 - Statutory Intervention Acute needs - at risk of significant harm
SOURCE OF HELP AND SUPPORT	No additional help and support required.	Needs likely to be met through one agency acting alone.	Needs likely to require support through a co-ordinated multi-agency response.	Needs likely to require intervention from Children's Social Care and/or the Police.
ACTIONS	<ul style="list-style-type: none"> <li>No additional assessment needed.</li> <li>Check if children are in receipt of universal services and signpost to relevant service(s) if required.</li> </ul>	<ul style="list-style-type: none"> <li>Early Help Assessment should be considered, but is not a requirement.</li> <li>If an Early Help Assessment is not considered necessary, record action taken in single agency and to complete a record on Early Help Module (EHM) to show Early Help was provided with a reference number to where the case file is held.</li> <li>For help and advice refer to Early Help Handbook (Section 5) or seek advice from your nearest Family Hub (Section 10).</li> </ul>	<ul style="list-style-type: none"> <li>An Early Help Assessment is required.</li> <li>If the child, young person or family are currently in receipt of Early Help new information should be sent to the services already involved, to update the Early Help Assessment/Plan.</li> <li>For help and advice refer to Early Help Handbook (Section 5) or seek advice from your nearest Family Hub (Section 10).</li> </ul>	<p>If a child is in immediate danger you should contact the police and/or ambulance on 999. If there is no immediate danger a referral to Children's Social Care should be made using the online <b>Multi-agency Referral Form (MARF)</b>.</p>

## Description roles and responsibilities of services at levels of Right Help Right Time (RHRT)

### Universal Services

Children, young people and families have no identified additional need (Level 1). This level focuses on the provision of universal services for families such as schools, GPs, Health Visitors, Housing, School Nurses, community groups and early education provision. These are services that are available to all and will support and enable our children and families to be healthy, safe, achieve and make a positive contribution to society. Services will work closely with each other, have a good understanding of each other's 'offer' in order to support children and families in the community by providing access to the information, advice, guidance and services appropriate to their need. These services will also **identify** children, young people and families who may be in need of early help and be fully confident in how to request early help and support, through local referral arrangements and in connection with the Family Hubs.

### Universal Plus - RHRT level 2

Children, young people and families have a low risk to poor outcomes than their peers, and so need an enhanced offer (Level 2). This level focuses on services delivering a timely response that can be delivered by an additional single agency. Completion of an early help assessment is

recommended to help inform a targeted response, or a single agency may choose to complete their own assessment, and then record this on Early Help Module (EHM) as evidence of providing Early Help. Responsive services are universal or targeted e.g. School Action, specialist health services such as Occupational Therapy, Speech Therapy, Physiotherapy, local community projects, parenting programmes, School Nurses, Health Visitors etc. These are services that are available for targeted and additional support to children, young people or families that will enable them to help themselves to address the difficulties they may be experiencing at the earliest point, preventing their needs escalating into further difficulty. Services will work closely with each other, have a good understanding of each other's 'offer' in order to support children and families in the community by providing access to the additional support services as well as information, advice and guidance appropriate to their need. These services will **identify** children in need of early help, **assess** these needs, **provide** early help, and **record** this Early Help to help ensure children's outcomes are improved. Single agency services will also be able to request additional support from a Family Hub if the child, young person, or family's needs require additional support to what the single agency is able to provide, or if the child's needs are likely to require a multi-agency co-ordinated response.



### **Universal partnership plus - RHRT level 3**

Children, young people and families have identified needs that are increasingly complex or unmet and are at risk of harm and poor outcomes. This is when two or more agencies are needed to be involved with the child, young person or family and a coordinated /targeted integrated response is required to support these families (Level 3). This level of support focuses on a multi-agency, co-ordinated support for children, young people and families where needs are complex and a whole family approach is required. An Early Help Assessment to look at the holistic needs of the family will be completed by an appropriate lead professional in order to coordinate and deliver the support required. Responsive services are targeted support services e.g. CAMHS, Positive choices, Education services, Family Hubs. These are specialised services that are available for complex needs and targeted at specific needs of children, young people or families. They will intensively support and enable families to address the difficulties they are experiencing in order to prevent them escalating. Services will bring together their Early Help resource and offer together to work collaboratively in the Family Hubs. Services will be required to **identify, assess, provide and co-ordinate and record early help** at this level. Services that already know the child, young person or family are usually in the best position to initiate the early help assessment, and may then need to include other services in the

assessment of need. Family Hub Children Service's involvement can then be accessed through an early help assessment to contribute to that assessment and/or to the Early Help plan to meet the needs of children and young people when appropriate. Family Hub children services staff can, in some circumstances, initiate and co-ordinate the Early Help assessment if there is no service currently supporting them, or it is appropriate for children's services to do so based on the presenting needs.

### **Statutory Services - RHRT level 4**

Children, young people and families have identified needs that are increasingly complex or unmet. Children and young people who require statutory intervention or support from Children's Social Care require this level of support because they are at serious risk of harm. Children's Services work closely with partners to ensure that children identified as being at risk of harm and those with the highest needs in Coventry are protected and supported. They have specialist teams who work with children, young people and families offering focused social work support where needed with key universal partners such as schools, youth services, health visitors and GPs. There is a strong interface between the Family Hub and Statutory Services. **Services all have a responsibility to identify children at immediate risk of harm and refer to the MASH using the online MARF.**



	Level 1 - Universal No additional needs	Level 2 - Early Help Additional needs meaning there is a risk of poor outcomes	Level 3 - Multi-agency Early Help Additional needs meaning poor outcomes are likely	Level 4 - Statutory Intervention Acute needs - at risk of significant harm
CHILD'S DEVELOPMENTAL NEED	<ul style="list-style-type: none"> <li>Achieving milestones.</li> <li>Any developmental delay is responded to appropriately.</li> <li>Age appropriate, positive and healthy relationships with parent/carer.</li> <li>Ability to cope with everyday emotional and relationship difficulties.</li> <li>All identified is met by the provision of appropriate services.</li> </ul>	<ul style="list-style-type: none"> <li>Slow in reaching developmental milestones, needs not consistently attended to.</li> <li>Unsafe use of the internet, including contact with unknown persons.</li> <li>Missed health checks/immunisations.</li> <li>Signs of disruptive or challenging behaviour, signs of offending or anti-social behaviour.</li> <li>Poor attachment.</li> <li>Unexplained but infrequent absences from school.</li> <li>Low level mental health issues, self-harm without suicidal thought or intent.</li> <li>Minor concerns regarding self-care.</li> <li>Underage sexual activity.</li> </ul>	<ul style="list-style-type: none"> <li>Developmental milestones not being met due to persistent parental failure/inability.</li> <li>Forming relationships with unknown adults.</li> <li>Difficulty coping with anger, frustration or upset.</li> <li>Displays challenging disruptive, offending behaviour.</li> <li>Risky sexual behaviour/activity</li> <li>Persistent non-attendance at school.</li> <li>Concerns regarding presentation, hygiene, basic care.</li> <li>Social exclusion.</li> <li>Regular missed appointments affecting developmental progress.</li> <li>Self-harm with suicidal ideation.</li> </ul>	<ul style="list-style-type: none"> <li>Non-mobile child with injury.</li> <li>Non-organic failure to thrive.</li> <li>Profound permanent multiple disabilities.</li> <li>Persistent or multiple relationships with unknown adults offending behaviour resulting in risk of significant harm.</li> <li>Frequently missing from home.</li> <li>High level emotional health issues.</li> <li>Drug/alcohol misuse affecting development.</li> <li>Teenage pregnancy under 13 years.</li> <li>Complex mental health issues affecting development.</li> <li>Hygiene and presentation concerns resulting in isolation.</li> <li>Challenging behaviour resulting in serious risk of harm.</li> </ul>
PARENTAL CAPACITY	<ul style="list-style-type: none"> <li>Accesses services appropriately e.g. health and education.</li> <li>Appropriate feeding, diet and nutrition resulting in age appropriate growth.</li> <li>Parent ensures child is protected from danger.</li> <li>Good attachments.</li> <li>Parent able to implement appropriate boundaries.</li> <li>Parents respond appropriately to advice given.</li> </ul>	<ul style="list-style-type: none"> <li>Poor supervision of the child.</li> <li>Missed health appointments with unscheduled attendances at GP and walk in clinics.</li> <li>Anti-social behaviour.</li> <li>Some positive stimulation, new experiences.</li> <li>Inconsistent care arrangements.</li> <li>Poor response to emerging need.</li> <li>Concerns about attachment/interaction.</li> <li>Inconsistent parenting.</li> <li>Risk of relationship breakdown.</li> <li>Reported domestic abuse where impact on child is not immediately known, e.g. the child is not present.</li> </ul>	<ul style="list-style-type: none"> <li>Parental learning or physical disabilities impacting on child's development or needs.</li> <li>Parental Substance misuse or mental health issues impacting on child's development or needs</li> <li>Poor supervision from the parent resulting in unmet need.</li> <li>Poor response to the child's need from the parent.</li> <li>Signs of neglect.</li> <li>Domestic abuse impacting on child's development.</li> </ul>	<ul style="list-style-type: none"> <li>Failure to access services likely to result in significant avoidable impairment to the child.</li> <li>Suspected neglect, for example persistent reports of child presenting as hungry/scavenging for food, or at risk due to being overweight/underweight.</li> <li>Child experience of domestic abuse resulting in risk of significant harm.</li> <li>Child sustains an injury due to lack of supervision.</li> <li>Suspected non-accidental injury.</li> <li>Child abandoned/rejected/persecuted.</li> <li>Private fostering arrangements.</li> <li>Non-compliance/disguised non-compliance.</li> <li>No positive stimulation.</li> <li>Extreme poverty impacting on parental ability to care for the child.</li> <li>Significant substance/alcohol misuse.</li> </ul>
FAMILY AND ENVIRONMENTAL FACTORS	<ul style="list-style-type: none"> <li>Supportive and positive relationships and networks.</li> <li>Good family relationships.</li> <li>Accommodation has all basic required amenities.</li> <li>Secure tenancy.</li> <li>Family are able to manage financially using resources to meet needs.</li> <li>Access to positive activities.</li> </ul>	<ul style="list-style-type: none"> <li>Family affected by low income or unemployment.</li> <li>Parental advice needed to prevent escalation.</li> <li>Young carers.</li> <li>Poor housing/ home environment impacting on the child's health.</li> <li>Poor access to core services.</li> <li>Early signs of neglect.</li> </ul>	<ul style="list-style-type: none"> <li>Transient families: frequent moves impacting on the child's education.</li> <li>Housing concerns: tenancy at risk, home in poor state of repair.</li> <li>Relationship breakdown.</li> <li>Community harassment/ discrimination.</li> </ul>	<ul style="list-style-type: none"> <li>At risk of female genital mutilation.</li> <li>At risk of honour based violence.</li> <li>At risk of forced marriage.</li> <li>Unaccompanied asylum seeking children.</li> <li>Edge of care, for example at risk of homelessness.</li> <li>Suspicion of physical, emotional or sexual abuse or neglect.</li> </ul>

## Key deliverables of the Early Help Partnership 2020-2022

### The Early Help Partnership will

- ▶ Develop and implement the **Early Help Assessment (EHA)** to ensure needs are assessed early and using the Signs of Safety approach by all partners
- ▶ Support the use of EHA by partners and enable them to be confident in using and assessing needs within this format and ensure partners are recording their involvement on **EHM**
- ▶ Embed the use of **Signs of Safety** in Early Help practice to enable a shared language to be developed by professionals and used with families
- ▶ Develop further and embed the **Family Hub Model**, to ensure children, young people and families are getting the Right help Right time, through an integrated Early Help workforce
- ▶ Continue to implement the **Troubled Families** programme to meet the government targets and are prepared for the next phase of governmental funding to work collaboratively and effectively as a partnership to deliver whole family approaches
- ▶ Implement Coventry's multi-agency **parenting strategy 2018 - 2023** so this builds on good practice and focuses on **group as well as individual work**, bringing together parents and families to work effectively
- ▶ Develop the use of our **Family Hub buildings** more effectively by considering different ways of

operating them and maintaining an appropriate balance between home-based, community-based and building based services

- ▶ Develop a **new model for mental health and emotional wellbeing support**. Build capacity and expertise of universal professionals to spot signs and symptoms early, and implement plans of early support after consultation from mental health professionals. Clear support and treatment pathways for young people who need stepping up to more specialist treatment
- ▶ Deliver effective **public health promotion**, to empower families to have an influence over their own health through positive lifestyle choices
- ▶ Develop a **collective workforce** in strengths-based working with parents as well as children, developing personal and community networks – to provide support and challenge and to work within our guiding principles



## Family Hub Model in Coventry

The development and implementation of the eight Family Hubs in Coventry is fundamental to delivering improvements and the change needed to deliver this Early Help Strategy including new ways of integrated working. The Coventry Family Hub model is an approach to the delivery of early help services centralised around a building, where a number of different services providing information and support to children, young people and families are based. They provide early help and support for families, children and young people aged 0 – 19 years (and up to age 24 where a young person has a disability). Family Hubs offer a new approach to integrated working, emerging from a collaboration between services and communities and they will provide an engine for whole system transformation over time. The Family Hub model is built on effective partnership working and information sharing, across agencies and within local communities.

The staff based in or linked in to the Family Hubs are multi-disciplinary ensuring a wide range of service and expertise is available to children, young people and families. As the service develops, others will integrate including Health Visitors, Midwives, Children’s Primary Mental Health workers, Police Officers, Health visitors and School Nurses. The vision is that as the Hubs develop there will be increasing integration of services from different agencies working to the

same processes, procedures and policies, sharing information and systems and management, and building on existing good practice.

The Early Help Partnership have agreed a shared vision and shared values for the development of this model:



## What services are available in the Family Hubs?

Coventry is rich in Early Help services and the Family Hub model provides an opportunity to coordinate these services so that families do not receive multiple appointments and do not need to complete multiple referral forms to access the support they need. The Family Hubs host the Early Help services that the City Council provides (Early Help practitioners, targeted youth workers) and the Family Health and Lifestyle Service, alongside services delivered by key partners such as Police and the voluntary and community sector.

There are a variety of universal services and activities already provided in communities; from job clubs, debt advice, coffee mornings and social activities, stay and play sessions and adult and family learning activities. A menu of provision will be available in each hub and are described on the Early Help Gateway (for professionals) and on the Family Information Service website (for families and communities). Families will be navigated to these community assets through the Here to Help Service by the practitioners working in the Family Hubs.

There is also a timetable of activities running in each of the Family Hubs for children, young people and adults to attend.

### Family Hubs - a focus on integration of practice

The quality of integration in the Family Hub model will also be supported, developed and evaluated through a collaboration with the University of Warwick.

#### The co-produced research project aims:

1. To measure the continuous improvement in the collaboration(s) between the partners in each of the hubs. Indicatively this will focus upon organisational culture and workforce management
2. To gain a better understanding how community assets might be able to engage more effectively as equal partners to ensure better population health outcomes and, in time, how other community assets might be further embedded in the delivery of the service
3. A long term (2-3 years) collaboration between Warwick Business School and Coventry City Council to measure improvement and opportunities for improvement over a sustained period of time in order to measure continuous improvement from inception of the service to a fully established Family Hub Early Help service





PART THREE

# Key Issues and Resources

## Approaches to assessment and measuring impact

The Early Help Partnership recognises the following forms of assessment to identify the needs of children and young people and enable responsive and effective early help :

### Signs of Safety

The approach is based on the use of strength based interview techniques and techniques drawn from Solution Focussed Brief Therapy. It aims to work collaboratively and in partnership with families and children to conduct risk assessments and produce action plans for increasing safety and reducing risk and by focussing on strengths, resources and networks that the family have. All practitioners working within the Family Hubs will use Signs of Safety as their key practice model.

### The Early Help Assessment (EHA) (previously known as Common Assessment Framework (CAF))

Early Help Assessments have replaced the previously used Common Assessment Framework (CAF) process in Coventry. The Early Help Assessment is used to assess the needs of the child, young person and the whole family. It provides a framework for professionals and families to work together to improve outcomes for children, utilising the Signs of Safety approach to help identify what a family need help with and to work with the family to decide how those needs should

be met. The new EHA is key to shifting the focus from dealing with the consequences of difficulties in children's lives to preventing things from going wrong in the first place. The EHA is embedded in the Coventry Safeguarding Children Partnership's safeguarding procedures (Right Help, Right Time) and assists professionals in understanding the causes of difficulties and to identify and deliver the best and most appropriate support to the family. It ensures a high quality whole family assessment that:

- are child-centred and are focused on action and outcomes for children
- are holistic, addressing the child's needs within their family and any risks the child faces from within the wider community
- ensuring that the voice of the child is heard and provide appropriate support to enable this when the child has specific communication needs
- involve families and take a whole family approach
- identify risks to the safety and welfare of children
- build on strengths as well as identifying difficulties



- are integrated in approach and are multi-agency and multi-disciplinary to meet complex needs
- are a continuing process, not an event
- lead to action, including the provision of services
- review services provided on an ongoing basis
- are transparent and owned by families

Once professionals have completed an Early Help Assessment and determined the level of need a child, young person, or family presents they are responsible for taking appropriate action, working together with the family using the Early Help Plan or determining the most appropriate agency to do so to meet the identified needs. The role of the Lead Professional, and other standards associated within the Early Help Assessment and Plan are described in the Early Help Handbook and Early Help Module (EHM) Guidance materials.



## The Coventry Early Help Partnership Offer to children, young people and their families

Coventry is a great place to live, and the Coventry Safeguarding Children Partnership want to ensure children have the Right Help at the Right Time, and are passionate about Early Help and preventative work.

Following a number of engagement workshops, agencies and services have considered their contribution to the 'Early Help offer' to children, young people and families from prevention to intervention. The information below provides an oversight of the support available to families in Coventry in alignment to Right Help Right Time, and further details on individual services and their offer can be found on the Early Help Gateway.

### Health Services

Health practitioners are in a strong position to identify wellbeing needs or safeguarding concerns regarding individual children and provide support. This includes understanding risk factors, communicating and sharing information effectively with children and families, liaising with other organisations and agencies, assessing needs and the family capacity, responding to those needs and contributing to multi-agency assessments and reviews.

A wide range of health practitioners have a critical role to play in safeguarding and promoting the welfare of children including: GPs, named safeguarding professionals in primary care, paediatricians, nurses, health visitors, midwives, school nurses, allied health practitioners, child and adolescent mental health, adult mental health, sexual health, alcohol and drug services for both adults and children, unscheduled and emergency care settings, highly specialised services and secondary and tertiary care. **All staff working in healthcare settings – including those who predominantly treat adults – should receive Right Help Right Time training to ensure they understand the role in the identification of needs and how to manage and address risks.**

### Voluntary, charity, social enterprise, faith-based organisations and private sector

Voluntary, charity, social enterprise (VCSE) and private sector organisations and agencies play an important role in safeguarding children and young people through the services they deliver. Some of these will work with particular communities, with different races and faith communities and deliver in health, adult social care, housing, prisons



and probation services. They will provide a wide range of activities for children and young people and have an important role in safeguarding children and supporting families and communities.

All practitioners working in these organisations and agencies who are working with children and their families are subject to the same safeguarding responsibilities, whether paid or a volunteer, and **should receive Right Help Right Time training and be made fully aware of the processes to access further Early Help for the young people they are working with.**

### Sports clubs and organisations

There are many sports clubs and organisations including voluntary and private sector providers that deliver a wide range of sporting activities to children. All should have the safeguarding procedure and arrangements in place and should collaborate to work effectively with the Family Hubs and partners. ***Paid and volunteer staff need to be aware of their responsibilities for safeguarding and promoting the welfare of children, how they should respond to child protection concerns and how to make a referral to local authority children's social care or the police if necessary, through Right Help Right Time training.***

### Schools, colleges and other educational providers

Schools, colleges, our two universities and other educational providers have a pivotal role to play in safeguarding children and promoting their welfare. Their co-operation and engagement with the new arrangements will be vital for success. All schools, colleges and other educational providers have duties in relation to safeguarding children and promoting their welfare. The statutory guidance 'Keeping Children Safe in Education' should be read alongside this strategy. ***The expectation is that schools will often be best placed to undertake the Early Help assessment with children and young people*** as they know them best and will then use this to identify any unmet needs, which can then be brokered through the Early Help Assessment Co-ordinator (EHAC). As key partners, schools provide universal and early help to enable children and families to take full advantage of education and learning opportunities. Advice and support to schools on a range of early help matters will be part of the Family Hub offer. The Early Help Assessment Co-ordinator is the main link for all schools with the Family Hub and the wider Early Help offer.



## Key documentation

### **Working together to safeguard children 2018**

Including the need to offer an early help assessment to families when appropriate; to enable information sharing, effective planning for families and a co-ordinated service response

### **The Key Enablers of Developing an Effective Partnership-Based Early Help Offer: Final Research Report 2019**

Commissioned by the Local Government Association, this research explores the enablers of and barriers to developing and sustaining an effective local early help offer.

### **Coventry Safeguarding Children Partnership Safeguarding Arrangements 2019**

This sets out how the safeguarding partners, and other organisations, will work together to safeguard children and young people in Coventry.

**Keeping Children Safe in Education 2019** should be read alongside **Working Together to Safeguard Children 2019**. Statutory guidance for schools and colleges on safeguarding children and safer recruitment, and was updated

**Right Help Right Time:** Guidance produced by the Coventry Safeguarding Children Partnership for practitioners in all agencies working with children, young people and their families in Coventry. This guidance will assist professionals to identify the support that a child, young person or family might need and how best this support can be provided.

### **Coventry Joint Strategic Needs Assessment (JSNA) 2019**

The JSNA brings together evidence about the health and wellbeing of Coventry residents, to help leaders across health and care understand and work together to improve the health and wellbeing of the people of Coventry. This JSNA contains a full range of evidence to provide decision-makers with an understanding of local people and communities.

### **One Coventry Council Plan (2016-2024)**

One Coventry is the narrative that outlines the Council's objectives, key strategies and approaches. It encompasses the long-standing principles of the organisation (most notably 'working together to improve people's lives by being globally connected and locally committed'), new ways of working and core areas of activity.



## Information Sharing Agreement

Effective sharing of information between practitioners and local organisations and agencies is essential for early identification of need, assessment and service provision to keep children safe. Serious Case Reviews have highlighted that missed opportunities to record, understand the significance of and share information in a timely manner can have severe consequences for the safety and welfare of children.

Practitioners should be proactive in sharing information as early as possible to help identify, assess and respond to risks or concerns about the safety and welfare of children, whether this is when problems are first emerging, or where a child is already known to local authority Children's Services (e.g. they are being supported as a child in need or have a child protection plan). Practitioners should be alert to sharing important information about any adults with whom that child has contact, which may impact the child's safety or welfare.

Fears about sharing information must not be allowed to stand in the way of the need to promote the welfare, and protect the safety, of children, which must always be the paramount concern.

This is described in Working Together to Safeguard Children 2019.

Practitioners must have due regard to the relevant data protection principles which allow them to share personal information, as provided for in the Data Protection Act 2018 and the General Data Protection Regulation (GDPR). To share information effectively:

- all practitioners should be confident of the processing conditions under the Data Protection Act 2018 and the GDPR which allow them to store and share information for safeguarding purposes, including information which is sensitive and personal, and should be treated as 'special category personal data'
- where practitioners need to share special category personal data, they should be aware that the Data Protection Act 2018 contains 'safeguarding of children and individuals at risk' as a processing condition that allows practitioners to share information. This includes allowing practitioners to share information without consent, if it is not possible to gain consent, it cannot be reasonably expected that a practitioner gains consent, or if to gain consent would place a child at risk

All members of the Early Help Partnership, as outlined in this strategy, have signed the Information Sharing Agreement, 2019 and are provided with the Privacy Notice for Children's Services.





PART FOUR

# Transformation Plan 2020-2021

The Early Help Transformation Plan is divided into five workstreams in line with Coventry’s Early Help Strategy (2020 – 2022) and with reference to the Early Help Transformation maturity self-assessment. This plan also includes the “blueprint” for the consolidation and the development of the Family Hub model. The Family Hub offer is core to the Coventry Early Help partnership as a delivery mechanism of early help to communities of people who need early help in Coventry. The Family Hubs have now been in operation for two years, and the focus is now on maturing this offer to the local communities that they serve and deepening the integrated approach to Early Help. A “blueprint” has been agreed by the Early Help Delivery Group as the way forward to consolidate and develop the Family Hub model to meet the needs of the children, young people, families and the communities that they serve, and a series of multi-agency workshops have developed the following actions. It is anticipated that as the Family Hub model is consolidated this will service the wider early help offer.

The Project Sponsor is the Chair of the Early Help Delivery Group of the Coventry Safeguarding Children Partnership (CSCP), and performance against the plan will be monitored through the Early Help Delivery Group. The workstream lead will be the agency/professional nominated to take overall lead in driving the completion of the action (in conjunction with the relevant partners and stakeholders) and for providing a progress update on a regular basis, using the RAG ratings. The plan will be updated annually.

 The action is on track to be delivered

 The action is off-track, but it remains in the gift of the project team to get it back on track

 The action is off track and requires intervention from the board to get back on track

## Glossary of terms

Due to the nature of the content of this plan, working across agencies and methodologies, a number of abbreviations may be used. An index of the key abbreviations and acronyms is here below:

<b>EHDG</b>	Early Help Delivery Group	<b>TFOP</b>	Troubled Families Outcomes Plan
<b>EHAG</b>	Early Help Advisory Groups	<b>RHRT</b>	Right Help, Right Time
<b>EHM</b>	Early Help Module	<b>SOS</b>	Signs of Safety
<b>WFD</b>	Workforce Development	<b>GCP</b>	Graded Care Profile

Early Help Transformation model



**Workstream 1: Strategic plans for local authority and partners and Leadership including governance arrangements and activity of partners to support strategic commitment throughout organisations, and local commissioning**
**Workstream lead: Rebecca Wilshire (CCC)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Shared purpose</b>							
1.1	Agree a “Coventry definition” of whole family working and establish key working across the partnership		Q1	Early Help Delivery Group	Service level agreements reflect whole family working where appropriate	Key partners have a commitment to integrated, whole family working, and this is reflected in commissioning arrangements. Focus on Whole Family approaches is embedded in practise across agencies	
<b>Objective: Mature commissioning</b>							
1.2	To further establish strategic and operational partnership relationships with range of services through the local family hub governance arrangements and the Early Help Advisory Group.		Q1 - 4	Chairs of Early Help Advisory Groups (EHAG)	Early Help Advisory Group minutes	Integrated commissioning of services is developing, based on emerging evidence and needs analysis as are links to wider transformation programmes  Services are collectively understanding the needs of Coventry’s children and communities and anticipating demand and are to manage this locally and a city-wide level	
1.3	Analysis of the Coventry offer against a range of needs linked to early Help outcomes and “commission” services and communities to develop good practice and intervention/sources of help for these needs that are not currently available				Local data  Family Matters meeting notes		

**Workstream 1: Strategic plans for local authority and partners and Leadership including governance arrangements and activity of partners to support strategic commitment throughout organisations, and local commissioning**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Partners commitment</b>							
1.4	Develop an outcome framework which includes KPIs across the Early Help partnership (including statutory, voluntary and community sector)		Q1 - 2	Early Help Delivery Group	Outcomes framework in place incorporating Key KPIs across the partnership which is reviewed and reporting to Early Help Delivery Group on a quarterly basis	Leaders demonstrated a shared purpose to deliver services for families that are locally determined but at the same time have clear links to wider local and national priorities.	
1.5	The Early Help Strategy to be reviewed and updated annually		Q1 and 4	Early Help Delivery Group	Reports: Quarterly workstream Scrutiny board, Coventry Strategic partnership Attendance at EHAGs (local level)	Leaders demonstrate a developing sense of shared purpose to deliver locally determined outcomes-based services that are locally determined but at the same time have clear links to wider local and national priorities.	
1.6	Coventry Safeguarding Children Partnership to endorse the revised document and partners to sign at strategic level				Signed Early Help strategy Early Help Delivery Group minutes	Increase of services supporting families through integrated family hub offer	
<b>Objective: Partnership working and governance</b>							
1.7	Troubled Families principles to be implemented and embedded into daily practise reported to Early Help Delivery Group		Q1 - 4	Service leads	Increase in the number of successful PBR claims  Monthly audits and management oversight  Quarterly reporting Early Help Delivery Group	A clear focus on services that best meet local need.  Evidence of whole family working through assessment and plan is in place resulting in sustainable change for children and families.	

**Workstream 2: Doing it Together - a service that plans, creates and reviews an early help offer that families, parents/carers, young people and children want and need. Family Experience of Transformed Services - services working together that focus on building strong stable families, using all the strengths and assets a family and their communities offer**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Workstream lead: Angela Harley and Vivienne Quirke (CCC)</b>							
<b>Objective: Service user feedback</b>							
2.1	To capture feedback from children young people and families to inform future service delivery		Q1	Nigel Patterson	Early Help audits Family Feedback surveys Closure summaries	Voice of children, young people and family members inform the development of a range of Early Help services	
2.2	Quarterly dip sample families on closure and deep dive root causes and the level of help/satisfaction and how could it be improved.		Q1 - 4				
2.3	Feedback loop back into Family Matters Meetings is established to review evidence of positive outcomes		Q1 - 4				
<b>Objective: Local determination</b>							
2.4	Develop the mapping of services is to be collated on Trello Boards and share widely using the Early Help Gateway across the partnership to ensure up-to-date knowledge of the city wide and local offer to families		Q1	Local Authority (EHPCo)	Trello Boards provides current information and is frequently accessed and added to key senior partners are developing an understanding of services that meet local needs	Early Help Gateway is operational and is been shared with partners and accessed to support families in need of help  Gaps in provision are identified	

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No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Role of community and voluntary sector determination</b>							
2.5	Family Hub timetables to include community and voluntary sector service delivery		Q1 - 4	Local Authority (EHPCOs)	Increase in attendance and footfall via Capita ONE	Families are aware of and have access to information regarding community and voluntary sector support and evidence-based programmes when they need them.	
2.6	To embed the role and function of the wider early help offer into assessment, plans and closure through working in partnership with the community and voluntary sector		Q1 - 4	All lead practitioners	EH assessment and plans		
<b>Objective: Key working</b>							
2.7	Keyworkers/lead practitioners are provided from across the partnership, in line with RHRT		Q1 - 4	Multi-agency partners represented at CSCP LA SOS leads from agencies	Case audits Family feedback Early Help dashboard	Family has a clear sense of who their keyworker is and how to contact them	
2.8	All Partners to record "Early Help" as key agency on EHM in order to safely share information and all Early Help assessments and plans recorded on EHM		Q1 - 4	All partners	Key agencies report  Family feedback questionnaires	Key worker accesses information and the family has to tell their story several times.	
2.9	To gain commitment and agreement of all partners to use a completed early help assessment as a "request" for service instead of separate referral forms		Q1	Service leads			

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No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Payment by Results</b>							
2.10	Agree targets with partners for completion of early help assessments.		Q1	Operational Leads supported by Performance & Improvement Manager  CSCP/Early Help Delivery Group	Increase in number of successful claims	There is a partnership-based approach to sufficient numbers and quality of Assessments/Early Help Assessments and Support Plans	
<b>Objective: Family engagement, involvement and evaluation</b>							
2.11	Devise an impact measurement tool to capture evidence of impact and distance travelled for families (to replace the steps to change tool)		Q2	Signs of Safety Implementation Manager	EH Case audits  Family feedback	Families are able to “own their own road to change” and are positive about the future.	
2.12	To apply the Family Experience Questionnaire at closure of all early help plans		Q1 - 4		Use of a measurement tool to evidence impact  Reportable data collected on impact of intervention	To ensure that the Early Help Assessment and Early Help Plan is owned by family  Services and activities offered to families are developed in response to impact data at an individual and local area level	
<b>Objective: EH outcome 1: Children, young people and their families are healthy and emotionally well.</b>							
<b>Objective: EH outcome 2: Families access support and help from within their local communities.</b>							
<b>Objective: EH outcome 3: Children in Coventry are “school ready” and preschool inequalities are reduced</b>							
<b>Objective: EH outcome 4: Parents and service users are involved in design and delivery of local services</b>							
<b>Objective: EH outcome 5: Children and families access the Right Help at the Right Time resulting in sustainable change and reduction in the need for social care intervention</b>							

**Workstream 2: Doing it Together - a service that plans, creates and reviews an early help offer that families, parents/carers, young people and children want and need. Family Experience of Transformed Services - services working together that focus on building strong stable families, using all the strengths and assets a family and their communities offer**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: EH outcome 6: Parents and young people involved in or victims of crime and/or anti-social behaviour is reduced</b>							
<b>Objective: EH outcome 7: Children in Coventry achieve high levels of school attendance and achievement and educational inequalities are reduced</b>							
<b>Objective: EH outcome 8: Preschool children live in safe homes and there is reduction in preventable accidents</b>							
<b>Objective: EH outcome 9: Children grow up in families where financial exclusion and debt is minimized - Poverty tool kit</b>							
2.13	An Early Help (Coventry) definition of Poverty with a shared set of indicators included in assessments and associated activities, when supporting those experiencing poverty are shared and agreed.		Q1	Ignite	Poverty indicators and help embedded in assessments and approaches to provide early help	One Coventry approach towards understanding and mitigating against the impact of Poverty in frontline City Council Services interfacing with families, and with their partners	
2.14	A clear set of indicators/metrics/triggers Identified inside Early Help that can be captured and reviewed to reflect poverty levels across the city		Q1 - 2	Ignite	Poverty indicators included on Family Hub and Early Help data views	Families are helped to be more financially resilient and the impact of poverty is reduced for their children	
2.15	Agreement to understand better the experience of families living in Poverty and how this impacts on their need for Early Help and Social Care.		Q1 - 2	Service managers	Family feedback Voice of the family in early help assessments and Early help plan	Family experiences are identifying gaps in support and provision for families living in poverty and influence service development and delivery	
2.16	Develop a standard set of questions for all practitioners to use, in order to be asking the right type of question in the right way  Link with BASW Poverty Toolkit		Q1 - 2	Ignite	Here to help outcomes Early Help assessments	Families are supported to be maximise their income and be more financially resilient	

**Objective: EH outcome 10: Adults and young people are supported to access employment, education and training**

**Workstream 3: Purpose and Trademark-** Developing Family Hubs and early help offer that is adaptable, responsive and effective in its support to families, with high levels of respect and trust between different staff groups, the community and the families it serves. Answering questions such as *Why are we here? What are we doing together? Who are we here to serve and who will we collaborate with, and when? How and how we will know when we have succeeded?*

**Culture:** Includes evidence of new, evidence-based local practice; internal communications to staff across local services and communications to the wider community, shared vision and ambition and openness to challenge and change

**Workstream lead: Nigel Patterson**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Communications</b>							
3.1	City wide communication plan is established and Early Help communications are widely shared across partnership, including Family Hub parent and partner packs		Q1 - 4	Communications Team	EH leaflets Partners packs Parent Packs Comm screens City wide and local campaigns	Families receive clear and consistent information about the Early Help offer by a range of practitioners	
3.2	Develop Early Help Handbook to guide practitioners to undertake early help assessment, including expectations and timescales, and disseminate widely with partners and Children Services staff and supports is implemented into practice		Q1	Early Help Managers	EHSG documentation Family Matters mins EHM Dashboard data	Shared vision and ambition across the wider early help partnership that involves and includes the whole early help partnership workforce.  The vision for earlier help and action is understood, and principles are embedded in practice.	
3.3	Establish localised Family Hub stakeholder forums that includes the voice of children, families and residents and partners, and link in with already established forums		Q1 - 4	Local Authority (EHPCOs)  Public health – Parent leaders	EHSG EHAG Young People’s Forum Parents groups	Relationship are the heart of our work together, including relationships with children, young people and their families.	

**Workstream 3: Purpose and Trademark-** Developing Family Hubs and early help offer that is adaptable, responsive and effective in its support to families, with high levels of respect and trust between different staff groups, the community and the families it serves. Answering questions such as *Why are we here? What are we doing together? Who are we here to serve and who will we collaborate with, and when? How and how we will know when we have succeeded?*

**Culture:** Includes evidence of new, evidence-based local practice; internal communications to staff across local services and communications to the wider community, shared vision and ambition and openness to challenge and change

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Collective partnership approach to service delivery</b>							
3.4	Develop “Family Hub ambassadors”/Parent leaders in local communities through “Friends of....” Groups who can communicate to other local resident and potential service users regarding early help		Q1 - 4	Local Authority EHAG Public health	EHAG mins	Innovation and collaboration encouraged with growing resilience to change. Less reliance on additional resource to drive continued system reform.	
<b>Objective: Consolidate and develop the Family Hub offer</b>							
3.5	Agree Family Hub core hub Early Help offer offering and localised specialism for each Family Hub		Q1	Early help Managers and Operational leads	Core offer document agreed	All families would receive consistent early help offer dependent on needs in their local community which helps them achieve better outcomes	
3.6	Develop strategies to increase wider access by families depending on hub locality, using technology opportunities (ie text messaging/ online chat functionality) to reach the widest audience.  Making offer more present, available and accessible to the whole reach area including pop up Family Hubs in hard to reach areas		Q1	Transformation Team  EHPCOs	Capita One access reports  Increase in activity in Here to help and engagement and outreach activities	More families receive the right help earlier in their issues	

**Workstream 3: Purpose and Trademark-** Developing Family Hubs and early help offer that is adaptable, responsive and effective in its support to families, with high levels of respect and trust between different staff groups, the community and the families it serves. Answering questions such as *Why are we here? What are we doing together? Who are we here to serve and who will we collaborate with, and when? How and how we will know when we have succeeded?*

**Culture:** Includes evidence of new, evidence-based local practice; internal communications to staff across local services and communications to the wider community, shared vision and ambition and openness to challenge and change

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
3.7	Identify and support core partner services and drop in services to integrate the offer to families, e.g CIAs and ante-natal dual support for benefit maximisation and school nurse drop in service		Q1	FHTLS	Family Hub timetables	Families are supported to be more financially resilient	
3.8	Site utilisation review across hubs to determine who is using what, when and for what purpose, and then identify development opportunities for partners		Q1	Nigel Patterson	Capita One and Family Hub timetables	Clear view across the partnership on how the Family Hubs can be used to deliver their service and enable families to access their early help offer in their local community	
3.9	Review of core office hours and requirement for Here to Help and what could be achieved “out of hours”.		Q2	Nigel Patterson	Capita One	More families access services and earlier	
3.10	Baseline Survey to be implemented and data analysed across all hubs to ascertain volume of footfall, reason for attendance and satisfaction feedback.		Q1	EHPCos	Capital One Baseline survey	Families influence the design and delivery of core services	

**Workstream 4: The Right Team - A clearly identified workforce that share core skills that are inquisitive and interested in families and can build relationships that serve to help the, and are focused on collaboration with local partners and community members (includes Workforce development: Workforce training programmes; performance management and promotion processes)**

**Workstream lead - Jane Moffat**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
4.1	Review and consolidate the Here to help function in the hubs, and in the local communities		Q1	Amanda Reynolds and Ignite with FHTLs	Number of families seen at Here to Help resulting in resolution	No wrong front door to early help and families receive earlier action, enabling a shift from reactive crisis management to proactive focus on identifying and responding to issues early and acting on them	
4.2	Identify the right team, on an ongoing basis, for each Family Hub based on the analysis of the context and demand data from Here to help and Requests for Early Help		Q1 - 4	EHMs & FHTLS	Data view and EHM data shared through EHAGs and "match" the services on offer within the Family Hub	Children and families receive responsive and co-ordinated help through the Family Hubs to meet their needs	
<b>Objective: Whole family working and enhanced practice</b>							
4.3	Agree on the implementation of the workforce requirements to implement the new Early Help Assessment and the cessation of CAF across the partnership		Q1	Jane Moffat	All agencies are using the EHA and recording this on EHM as per RHRT	All partners are committed to and undertaking Early help assessment and supporting early help plans based on the needs of children and their families to improve children's life changes as indicated by the EH outcomes	
4.4	Early Help training developed and delivered by partnership for all practitioners to include SOS, RHRT and EH assessment/planning		Q1 - 4	Workforce development subgroup of CSCB	Whole family working evident in assessment and plans  Increase in number of early help assessments and plans across partnership	Common approach and endeavour around targeted family support	

**Workstream 4: The Right Team - A clearly identified workforce that share core skills that are inquisitive and interested in families and can build relationships that serve to help the, and are focused on collaboration with local partners and community members (includes Workforce development: Workforce training programmes; performance management and promotion processes)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
4.5	To continue with the roll out of the Signs of safety (SOS) training programme for all lead practitioners across the Partnership		Q1 - 4	SOS implementation Manager and SOS practice educators and Practice leads	SOS training registers SOS evidence in supervision and recording	Family keyworker is clear about what behaviours need to change for the family and also takes their ambitions into account.  There is a clear family plan that the family has developed with the keyworker, and practitioners are supported by regular peer supervision to improve practices	
4.6	Develop opportunities for multiagency SOS group supervision		Q1 - 4	Practice leads	A range of practitioners across partnership attend Signs of Safety group supervision process in the Family Hubs, and other leadership forums	There is a consistency of learning and development of using signs of safety principles	
4.7	Establish a comprehensive a suite of tools for all practitioners to use when working with children and families		Q2 - 4	Workforce development subgroup SOS practice leads	Direct work seminars, SOS group supervisions	Effective practice is evident and demonstrable impact for children can be determined and measured across the partnership	
4.8	Troubled Families principles are included as part of the induction plan for all new starters across the partnership who deliver Early Help based on a whole family approach		Q1 - 4	Angela Harvey	Induction plan Early Help Assessment and plan CIN plan C&F assessment Troubled Families Outcome Plan	All new practitioners know about the Troubled Families principles and evidencing how they are embedding them into their practice and systems and are able to evidence outcomes for families	

**Workstream 4: The Right Team - A clearly identified workforce that share core skills that are inquisitive and interested in families and can build relationships that serve to help the, and are focused on collaboration with local partners and community members (includes Workforce development: Workforce training programmes; performance management and promotion processes)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Training and development</b>							
4.9	Agreed an integrated workforce competency-based profile for practitioners working with children, young people and their families in Coventry		Q2	Jane Moffat	Partnership WFD training needs analysis	Shared training between professions and linked performance incentives and objectives between professions	
4.10	Undertake a training needs analysis of the workforce to meet the requirements of the Family Hub model (0-19) that includes Troubled Families principles, skills audit and feedback from users on their real-life experience and family feedback		Q2	Service managers/leaders	Skills register and audit on overall needs and gap analysis with associated improvement plans and monitoring/evaluation activity	A multi-skilled workforce, operating to a minimum common standard of competency aligned to needs and based on experience	
4.11	Agree a minimum standard across all partners including values, beliefs, specifically for those that work in Family Hubs and provide opportunities to “upskill” and share those that will work in an integrated way in Family Hubs		Q1	Jane Moffat & Ignite	Family Hub workshops on values and skills within the Coventry pledge	Common approach and endeavour around targeted family support	
4.12	Develop a workforce development plan to address any gaps in the skills, capability and capacity of the workforce that will inform the CSCB training programme		Q3	CSCB	Comprehensive gap analysis review and assessment with time bound improvement plan	A skilled workforce, operating to a minimum common standard of competency	

**Workstream 4: The Right Team - A clearly identified workforce that share core skills that are inquisitive and interested in families and can build relationships that serve to help the, and are focused on collaboration with local partners and community members (includes Workforce development: Workforce training programmes; performance management and promotion processes)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Upskilling practitioners working across partnerships to act as key workers with families</b>							
4.13	Key worker feedback is included in the ongoing regular review of Family Hubs implementation		Q1	Nigel Patterson	Survey responses Supervision Team meetings Team development sessions	Frontline staff are supported by regular development reviews. Peer support opportunities and opportunities for reflective practice	
4.14	Reducing Parental conflict training to be made available for all practitioners working across the partnership		Q2	Jane Moffat Relate	Training registers Pre and post self-evaluation to DWP	Workers from different agencies now have access to evidence based programmes and shared training opportunities.	
4.15	Consider opportunities for digital skills and virtual other new technologies to support work with families and integrated working practices		Q4	Service managers/leads	Technology roadmap developed incorporating skills and future tech requirements/ milestones	A forward thinking service and practice utilising digital skills and technological improvements that deliver more responsive services	
<b>Objective: integrated working practices including community led and voluntary sector provision</b>							
4.16	Capture key learning and findings from Ignite programme in Willenhall, and other community initiatives to influence service delivery.		Q1	Ignite	Ignite "Blue print" embedded in EH strategy revision 2020-2022 and associated EH transformation plan	Services understand and develop collaborative working that realises community potential inside of all EH services and as part of Family Hubs delivery.	

**Workstream 4: The Right Team - A clearly identified workforce that share core skills that are inquisitive and interested in families and can build relationships that serve to help the, and are focused on collaboration with local partners and community members (includes Workforce development: Workforce training programmes; performance management and promotion processes)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
4.17	Building a more capable community offer around Family Hubs, including community ownership and leaders. Enable volunteers to start to lead on core activities and trial running new initiatives.		Q2	EHPCOs	<p>Number of volunteers and volunteer led activities delivered in Family Hubs and into the community</p> <p>Feedback from community leaders that have undertaken this activity or come through Hub environments positively influence and facilitate services offered through Family Hubs.</p>	Realising community potential inside of all EH services as key part of Family Hubs delivery.	

**Workstream 5: What's the story? Comprehensive understanding of local needs that informs provision of local services, and data and evidence that confidently describes the challenges and problems faced by families, and how we are working together to overcome these (includes Delivery Structures and Processes: Data systems and data sharing agreements and practices; cost/benefit analysis of services; data on demand for services)**

**Workstream lead - Amanda Reynolds**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Local determination and national links</b>							
5.1	<p>Local area priorities identified and responsive plans established according to need. Progress to be monitored through Early Help Advisory Groups for each area groups</p> <p>Mapping agreed priorities for the city that meets the needs of children and families</p>		Q1 - 4	Early Help Delivery Group Early Help Advisory Groups	<p>Strategies and plans are robustly set out with a collective approach on the Troubled Families and Early Intervention across local agencies with clear links to demand management</p> <p>Early intervention is referenced in multiple strategies across partnership, with actions that can be cross-referenced in service action plans</p>	<p>Service planning and delivery underpinned by local strategic plans. There is an understanding of needs in individual localities and neighbourhoods, and there is a growing evidence base to inform financial planning.</p> <p>Agencies are sharing data that describes the demands for services and the needs of children, young people and their families living in Coventry and analysis is regularly made about the services/interventions available and they gaps that need filling in the Coventry Early Help offer</p>	
<b>Objective: Integration of teams across disciplines and organisations, including in the Family Hubs</b>							
5.2	Identify current themes of key needs of families within the early help requests and through discussions in Family Matters meetings		Q1	Jane Moffat	Register of key issues for each area in requests made 2019-2020	There is an understanding of needs in individual localities and neighbourhoods, and there is a growing evidence base to inform service planning.	

**Workstream 5: What's the story? Comprehensive understanding of local needs that informs provision of local services, and data and evidence that confidently describes the challenges and problems faced by families, and how we are working together to overcome these (includes Delivery Structures and Processes: Data systems and data sharing agreements and practices; cost/benefit analysis of services; data on demand for services)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
5.3	Develop consistent methods for data collection, collation and analysis across all hubs. Enable a short term data capture method that feeds into the long term data and system requirements		Q1	Jane Moffat	Data dashboard across all hubs with analytical capability to understand and forecast demand and needs.	There is an understanding of access and demand at Family Hubs by families in individual localities and areas, and there is a growing evidence base to inform service planning.	
5.4	Review of Family Matters and findings applied in practice across the partnership in all Family Hubs		Q1	Viv Quirke and Ignite	Increasing engagement of services in "Family matters" and consistency of integrated process  Increase in number of early help requests resulting in EH assessments  A range of services involved in family plans alongside children services.	Early Help is collectively responding to need and demand, reducing duplication and identifying ways to work together to improve outcomes for children	
5.5	Sharing of information collated by Family and lifestyles Service i.e. Lancaster model data themes, and from Multidisciplinary meetings at GP practices		Q2	Family Health and Lifestyle Service	Data themes shared at EHAGs	Services are developed and delivered in Family Hubs based on identified needs and to prevent harm and intervene earlier	

**Workstream 5: What's the story? Comprehensive understanding of local needs that informs provision of local services, and data and evidence that confidently describes the challenges and problems faced by families, and how we are working together to overcome these (includes Delivery Structures and Processes: Data systems and data sharing agreements and practices; cost/benefit analysis of services; data on demand for services)**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
5.6	Re-establish links with police data set and seek agreement to share information regarding themes provided through Police-Schools panels and other forums		Q2	Police	Police as member of the EHAGs and data forms part of the data view for delivery of services in Family Hubs	Early help is able to respond more proactively to needs of young people and children at risk of criminal exploitation, and provide effective preventative work resulting in reduction in youth violence	
5.7	Review of health visiting aligned to Family Hubs and opportunities for joint working such as CIAS support to new parents, sharing of data regarding missed antenatal appointments for targeted families		Q2	Family Health and Lifestyle service	Recording and increase in attendance of jointly developed initiatives	Families receive support for a range of needs at the same time and there is data sharing to inform targeted approaches and practice improvements.	
5.8	Warwick University integration research is undertaken and findings regularly shared and findings influence the development of the integrated model		Q2	Public Health	Quarterly reports Survey results	Increased integration of services delivering through Family Hubs, and barriers to integration identified and reduced and new opportunities are optimised including co-location	
<b>Objective: Performance and quality</b>							
5.9	Develop a comprehensive suite of performance management datasets including an integrated early help dashboard		Q3	Local authority (public health, Insight and Data performance team)	Members of the partnership, provide regular updates on data and emerging theme to the EHAGs and EH Subgroup on a quarterly basis	Agencies are sharing data that describes the demands for services and the needs of children, young people and their families living in Coventry and analysis is regularly made about the services/interventions available and they gaps that need filling in the Coventry Early Help offer	

**Workstream 5: What's the story? Comprehensive understanding of local needs that informs provision of local services, and data and evidence that confidently describes the challenges and problems faced by families, and how we are working together to overcome these (includes Delivery Structures and Processes: Data systems and data sharing agreements and practices; cost/benefit analysis of services; data on demand for services**

No.	Actions	RAG Action complete	By when	Delivery lead	Performance measure	Outcome	RAG Performance measure and impact
<b>Objective: Data Sharing</b>							
5.10	Agree information and data sharing protocols and signed, with existing and future services within early help partnerships		Q1	Service leads and Information Governance officers	Early Help partners to have signed the ISA. Information Sharing Agreement to be in place and endorsed across the partnerships	Partners have shared integrated data systems underpinned by robust data sharing agreements, that evidence early help delivered to children and young people across the partnership in Coventry	

