

Cambridgeshire County Council

Early Help Strategy ^{v 1.0}

2018-2020

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Purpose of document	To produce an updated Cambridgeshire County Council Early Help Strategy 2019-2020 that replaces the previous strategy and agree the proposed priorities
Document ratified by: Date of Meeting:	Children's Services Leadership Team January 2019
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Revisions

Version number	Page/ Paragraph number	Description of amendment	Date of change

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1. Introduction

What is Early Help and why do we need it?

Early Help means providing support as soon as a problem emerges, at any point in a child's life, from the Foundation Years through to the teenage years. Early Help may be provided by universal services by providing advice and information or support to a family.

Early Help may also be provided by targeted services and be delivered through a more structured and planned approach in response to the family's needs. When this is happening it is called 'targeted Early Help'. When targeted Early Help is provided there should always be a named Lead Professional and a Family Plan which all agencies are working to as part of a Think Family approach. Issues rarely occur in isolation and therefore require integrated support from a number of different agencies. This approach requires a culture where information is shared among partners and agencies to enable us to identify families quickly and deliver the right package of support at the right time, for the right duration.

Early Help will prevent some vulnerable families requiring support from statutory services such as Children's Social Care if provided soon enough. Too often professionals are waiting too long to identify a family requiring targeted Early Help and refer to Children's Social Care instead. This is not good for families as they wait too long for support and may not need or want social care involvement, and is not good for services as demand increases at the more costly levels of intervention.

This document sets out how the County Council provides targeted Early Help. There are many other agencies in Cambridgeshire which provide Early Help support both through universal and targeted services. This activity is not covered in this document.

1.1 Our Vision

In Cambridgeshire we believe that Early Help is about ensuring that children and families receive the support they need at the right time. We aim to provide help for children and families when problems start to emerge or when there is a strong likelihood that problems will emerge in the future.

This means providing support early in life or early in the identification and development of a problem. Services in Cambridgeshire also recognise that some families will require additional help at various times of their lives and may need to access targeted services periodically to help re-build their resilience and capacity to manage. Support is also provided within the arena of Early Help when families have received specialist support and need a reduced level of support to sustain and continue the progress made.

1.2 Our aims are to:

- Deliver Effective Early Help Services with a strong evidence base

- Provide relevant, timely and appropriate support to the most complex families in our county
- Strive to deliver joined up and coherent ways of working
- Reduce the demand on specialist services
- Enable and empower local partners to develop the confidence to support the holistic assessment of needs through the Early Help Assessment, and co-ordinate support for the family
- Build capacity with voluntary and community organisations to engender shared ownership of the Early Help agenda
- Explore creative and innovative ways of working to achieve the very best outcomes for children and families

1.3 Early Help Assessments

We promote the use of the Early Help Assessment (EHA) as a holistic assessment that captures the family's strengths and unmet needs. The completed EHA should answer the following questions:

- What is going really well?
- What is not going so well and causing some concern or worry?
- What do the family and those working with them think needs to happen, and
- What are the next steps to help that happen?

The Early Help Assessment is a single assessment that is created with the family. It should reflect their views, wishes and feelings and what they want to change. It is shared when appropriate [and where there is consent] with other professionals who are working in a co-ordinated way to support the family.

Early Help Assessments are completed by any professional or partner agency who comes into direct contact with families, and who has identified more than one unmet need that would benefit from a multi-agency support approach.

1.4 Cambridgeshire Early Help Delivery Model

The County Council has seven District Early Help teams who provide a range of targeted Early Help support. Early Help District Teams are aligned with District & City Council boundaries. We have seven teams across the five districts; each team is managed by a District Manager who reports to either the Head of Service North, or Head of Service South.

The teams are:

South:

- East Cambridgeshire
- South Cambridgeshire
- Cambridge City

North:

- Fenland – one team covering March, Chatteris & Whittlesey and one team covering Wisbech
- Huntingdonshire – one team covering Huntingdon & St Ives and one team covering Ramsey, Sawtry, Yaxley and St Neots

Early Help teams are multidisciplinary and integrated with Children's Social Care. They support children, young people and families across the 0-19 age range.

Child and Family Centres: Redesigned in April 2018 following a public and staff consultation in 2017, we operate 10 Child and Family Centres over 15 sites across the five districts, plus an additional 12 Child and Family Zones. All Child and Family Centres are managed in house with the exception of South Fenland (March, Chatteris & Whittlesey) where services are delivered by Ormiston. Child and Family Centres offer a range of groups, activities and one to one support delivered by Child & Family Centre Workers and Family Workers (Family Workers in CFCs have the same job description as District Family Workers but are managed and paid for within the CFC structure).

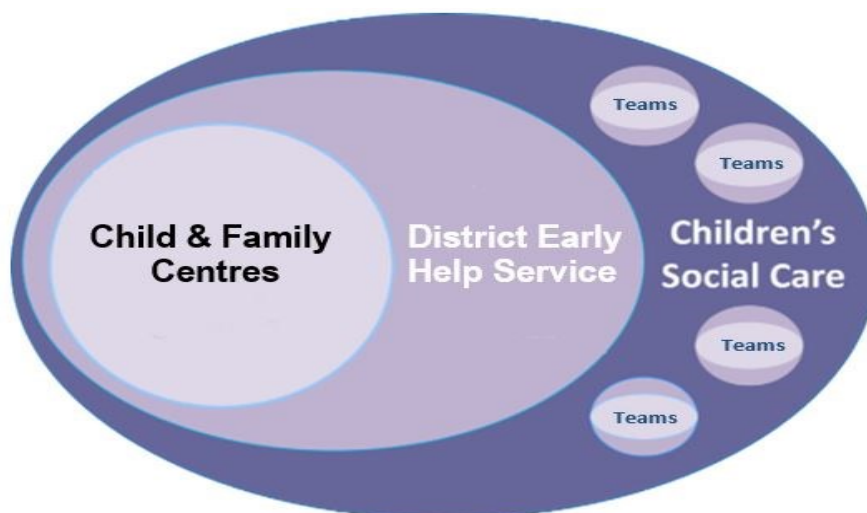
Family support:

Family Workers provide both short and long term, low and high intensity support to families experiencing problems such as parenting and routines, health issues, substance misuse and domestic abuse. Support is tailored to individual needs which can be through home visits and evidence based interventions.

Youth support:

Young People's Workers (YPWs) provide short and long term support to young people experiencing a range of problems such as emotional difficulties, underachievement at school, behavioural issues and risk taking behaviour. Our Youth Support has a key focus on reducing and preventing young people from becoming NEET (not in Employment, Education or Training) and increasing participation in education and training. Early Help services are responsible for the overall Local Authority national DfE returns in relation to Raising Participation Age (RPA) and September Guarantee.

Targeted Early Help services often act as the Lead Professional for families and provide evidence of significant and sustained progress as part of the Troubled Families programme.



2. The National Context

HM Government's document 'Working Together to Safeguard Children – A guide to interagency working to safeguard and promote the welfare of children' published in 2018, states:

Effective early help relies upon local organisations and agencies working together to:

- identify children and families who would benefit from early help
- undertake an assessment of the need for early help
- provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to improve the outcomes for the child

Local organisations and agencies should have in place effective ways to identify emerging problems and potential unmet needs of individual children and families. Local authorities should work with organisations and agencies to develop joined-up early help services based on a clear understanding of local needs. This requires all practitioners, including those in universal services and those providing services to adults with children, to understand their role in identifying emerging problems and to share information with other practitioners to support early identification and assessment.

Professionals should, in particular be alert to the potential need for early help for a child who:

- is disabled and has specific additional needs
- has special educational needs
- is a young carer
- is showing signs of engaging in anti-social behaviour or criminal behaviour
- is in a family circumstance presenting challenges for the child, such as substance abuse, adult mental health problems and domestic violence
- has returned home to their family from care
- is showing early signs of abuse and/or neglect; and /or
- is affected by the potential loss of their home through debt and/or rent arrears

3. Local context

Cambridgeshire last produced an Early Help Strategy in 2017 to coincide with a service restructure and alignment with Children's Social Care into a single directorate. Since the implementation of the District model partnerships, systems & processes have evolved both within targeted Early Help services and as a result of further embedding of the principles of the national Troubled Families programme.

Cambridgeshire ranks 133 out of 152 upper tier local authorities in England with rank 1 being the most deprived.

Cambridgeshire is a large rural county in the East of England. Main line train services run from Cambridge, Huntingdon, Ely and March. The busy A14 runs through Cambridgeshire, crossing through Huntingdonshire, South Cambs and East Cambs. Many of the remaining roads are smaller A/B roads making travel across the county harder. Residents often feedback about bus routes in our rural village not being sufficient in terms of frequency or accessibility to key locations.

Cambridgeshire has 16 Local Super Output Areas (LSOAs) in the 20% most deprived nationally. Two are in Cambridge City (C 006D and C 006F in Abbey), two are in Huntingdonshire (H 008A in Huntingdon East and H 008B in the Huntingdon North) and 12 are in Fenland. Four of the LSOAs in Fenland are in the 10% most deprived nationally (F 003F in Staithe, F 002C and F 002D in Waterlees and F 003I in Medworth); all of which are in Wisbech. Eight of the top 10 most deprived LSOAs in Cambridgeshire are in Fenland.

As of December 2018 there are 165,915 active children or young people aged 0-19 on our ONE data base residing in Cambridgeshire.

Early Help District Teams receive work from the Early Help Hub (the central point of coordination for Early Help Assessments) and from Children's Social Care – either to step down or co-work as part of the social care plan.

Our Performance Dashboard provides an overview of requests into the service on a monthly basis and year to date as well as caseload data. This table shows the volume of work into Early Help up until 30th November 2018:

Requests for Services from EHH														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Trend	YTD
Children	75	105	92	89	35	87	118	85						686
Number of Families	37	58	56	46	22	54	71	47						391
Internal transfers and co-working														
Transfer from Social Care to Early Help (Step Downs)														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Trend	YTD
Children	67	92	107	114	97	82	60	73						692
Families	30	47	52	64	53	37	36	43						362
Transfer from Early Help to Social Care (Step Up)														
Children	20	52	59	59	41	35	53	64						383
Families	11	31	43	35	26	16	29	38						229
Co-working with social care														
Children	81	67	117	103	103	75	95	78						719
Families	41	44	61	54	61	45	51	41						398
Open Caseload														
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec*	Jan	Feb	Mar	Trend	Average
Early Intervention Family Worker (Children)	206	205	200	206	190	210	218	197						204
Early Intervention Family Worker (Families)	100	100	98	98	91	94	96	78						94
Family Worker (Children)	1987	2145	2140	2217	2255	2303	2363	2277						2211
Family Worker (Families)	908	995	991	1026	1020	1041	1063	1029						1009
Young Peoples Worker (Children)	419	422	402	431	423	422	467	455						430
Young Peoples Worker (Family)	400	404	387	417	402	400	444	425						410
Education Inclusion Officer (Children)	108	122	138	146	145	140	142	163						138
Education Welfare Officer (Children)	317	325	310	276	213	193	159	109						238
Education Welfare Officer (Family)	317	325	310	276	213	193	159	109						238
Senior Transition Adviser (Children)	336	351	366	383	400	371	348	322						360
Total (Children)	3373	3570	3556	3659	3626	3639	3697	3523						3580
Total (Family)	1725	1824	1786	1817	1726	1728	1762	1641						1751

3.1 Troubled Families Delivery Model - what it means in practice

All families on whom an Early Help Assessment is opened are screened for eligibility for the Troubled Families programme, known locally as the Think Family approach. Using the Early Help Assessment as the route into support helps to ensure that there is:

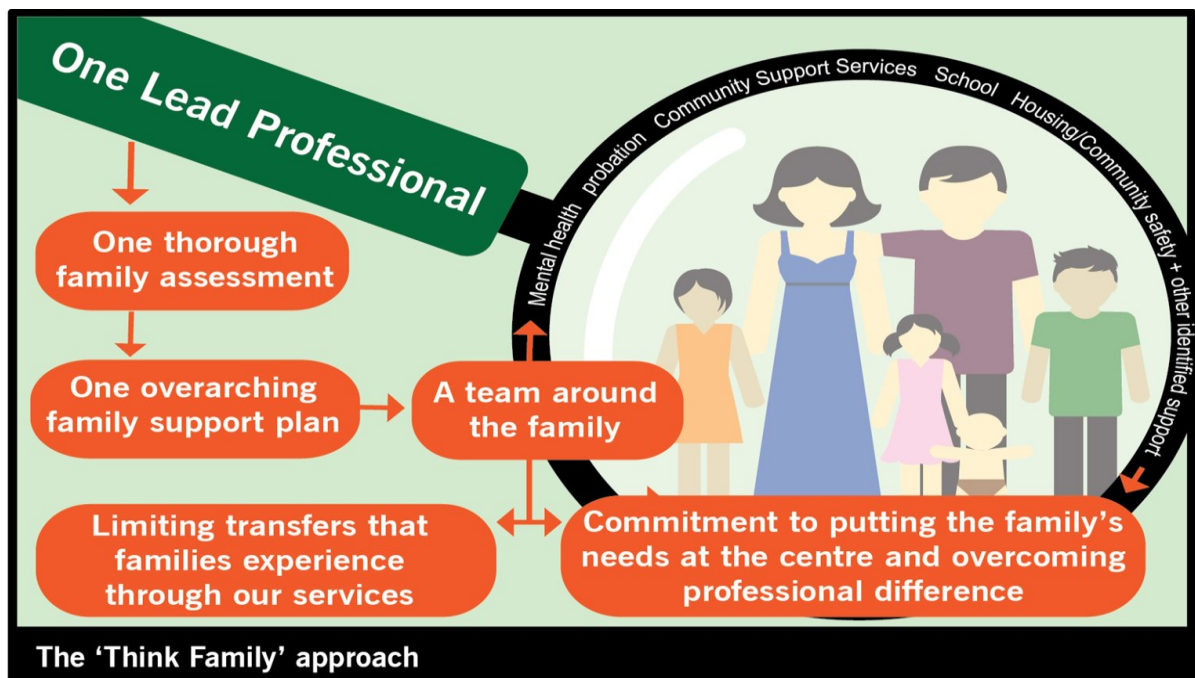
- one Lead Professional who co-ordinates the work of all involved
- a thorough family assessment which considers the needs of the whole family, but places children's safety as paramount
- a Family Plan – which prioritises children's safety and is managed by the Lead Professional and reviewed regularly with the family and services involved regular meetings. The plan will always be co-produced with the family: their preferences for intervention will be considered and outcomes negotiated.
- a Team Around the Family – all professionals who are involved with any member of the family working together to the family plan with agreed goals. The team will ensure they understand each other's roles and speak well of each other.

Every case opened to Early Help is supported, tracked and monitored through tracking process - even if the family do not meet the criteria of the Troubled Families programme which does not exclude them from accessing support.

In September 2017, Cambridgeshire received the first of two scheduled spot checks from the then Department for Communities and Local Government (DCLG) on compliance with the programme against the financial framework. The outcome of the spot check is that no

invalid claims were found, and that we were operating within the financial framework for the programme.

Specifically the feedback letter noted that interviews with practitioners “demonstrated the high quality work that Cambridgeshire is carrying out with families. Each key worker was able to tell us about the family, the intervention they received and the outcomes they achieved. Each family had a plan in place and we were satisfied that they had all been worked with according to the Troubled Families approach”.



The County Council will provide targeted Early Help support when the needs outlined in the Effective Support for Children and Families document are met (document available via this link [Effective Support for Children and Families Thresholds Document](#))

3.2 Accessing support

Requests for Early Help are received by the Early Help Hub which forms part of the Integrated Front Door, working alongside MASH. Requests will either be sent direct to the Early Help Hub through an Early Help Assessment, from the Multi Agency Safeguarding Hub or assessment teams if the threshold of Children's Social Care has not been met.

The Early Help Hub will:

- Determine who the Lead Professional will be for the family if this is needed
- Decide whether support from targeted Early Help teams is required
- Liaise and negotiate with other services to provide support as a result of the request
- Provide information and close or support the person who completed the EHA to improve the assessment

- Ask the MASH to review the case if they believe there are issues which meet safeguarding thresholds
- Identify families which meet the Troubled Families criteria

3.3 Partner engagement with Early Help

There is evidence of good engagement from partner agencies. Performance reporting indicates the greatest number of Early Help Assessments being completed by schools, with good engagement from Health and Early Years settings. Very few assessments are initiated by adult services & police and we continue to seek out opportunities to increase engagement with these sectors. This data is reviewed regularly at the Early Help Partnership Board.

3.4 Analysis of need – providing the right support at the right time

When Early Help Assessments are received by the Early Help Hub they are screened for key themes. This data tells us that between April and December 2018:

- 887 of 2451 families experienced health issues including poor mental health & substance misuse
- 128 of 2451 families experienced crime/anti-social behaviour
- 1305 of 2451 families were classed as containing children who need help, this includes young carers, exploitation & missing concerns, neglect & previous social care involvement
- 127 of 2451 families experienced Domestic Abuse
- 997 of 2451 families experienced issues linked to Education including attendance concerns and exclusions
- 243 of 2451 families experienced financial exclusion including a risk of homelessness, at risk or Not in Employment, Education or Training (NEET)
- 116 of 2451 families experienced any other need or vulnerability not detailed in the above.

3.5 Responding to what the data tells us

In response to what our data, families, partners and colleagues tell us we have developed a range of services and interventions to meet the needs of children and young people across Cambridgeshire.

Over the last 12 months we have paid particular attention to developing work in the following areas:

3.5.1 Theme 1: Parenting programmes

Through provision of Evidenced-Based Parenting programmes we aim to enable parents/carers, children and young people to learn new skills and gain confidence in their abilities to help manage potentially challenging situations in the home environment. Throughout 2018 Cambridgeshire and Peterborough have worked together to align evidence based parenting programmes across both authorities and will continue to develop this approach in future years. In Cambridgeshire we offer the following evidence based programmes:

Triple P (Group Teen)*

Triple P (Stepping Stones)*

Incredible Years (Webster Stratton)*

Incredible Babies (Webster Stratton)

Raising Children (Sharing Parenting)

Raising Teens (Sharing Parenting)

* NICE endorsed programmes for the support of children with neurodevelopmental needs (ASD/ADHD)

Attendees are asked to complete pre and post evaluations allowing us to track improvements in parental confidence, understanding behaviour and understanding how to support a child's learning and development.

In 2018 Cambridgeshire piloted the use of online Triple P; we now plan to extend this offer across the County and work with Triple P UK to capture outcomes online.

3.5.2 Theme 2: Domestic Abuse

A review of support around the theme of Domestic Abuse (DA) commenced early 2018 which identified a lack of consistent programmes for both victims and perpetrators across the County. An action plan was developed in response to this and funding identified to train practitioners to deliver Caring Dads and Recovering Together. In-house Early Help teams have developed an early intervention programme called RISE. All three programmes will begin to be delivered in early 2019.

In Cambridge City & South Cambridgeshire funding has been awarded to The Meadows Children and Family wing to provide Freedom and Freedom Forever along with drop-ins and one to one support via Innovate & Cultivate funding.

3.5.3 Theme 3: Reducing Parental Conflict

Cambridgeshire is part of the successful Eastern region contract package area bid for funding from the DWP to deliver the 'Reducing Parental Conflict Programme'. The £39 million government funded programme is to be trialled in 31 LA's through cluster bids. The reducing parental conflict programme was first proposed in a Department for Work and Pensions policy document on improving support for unemployed families in April 2017. It

recognises that better support is needed for low income couples in conflict as this can damage children's upbringing and life chances. The DWP also said that existing parenting courses have limited impact if the relationship between parents is poor. The work will focus on delivering 2 objectives:

Objective 1: Ensuring proven interventions are more widely available to improve children's outcomes

- Face to face interventions for workless families delivered through four regional contracts
- Training for relationship support professionals to increase supply of proven help
- Undertaking an agile discovery process to explore the possibility of offering digitally delivered support, particularly at key life events known to increase conflict

Objective 2: Supporting local areas to embed parental conflict support in wider services for children

- Training & guidance for Front-line workforce to improve identification and effective referral to appropriate support
- Support to embed addressing parental conflict from needs assessment to delivery
- What Works' function (evidence, dissemination and commissioning toolkit) to ensure that local commissioners understand why addressing parental conflict is important and how to do it

Initial planning work has focused around agreeing appropriate referral pathways and selecting the range of possible evidenced based programmes to deliver in each area. Current plans are for the delivery of face to face interventions to commence summer 2019 with staff training rolled out in spring 2019.

3.5.4 Theme 4: Innovate and cultivate funding

Across the county £1 million has been made available to community and voluntary sector organisations to bid into to develop local services. Early Help support this work by helping organisations to develop bids that aim to reduce demand on LA services and contribute to the reviewing of applications. Innovate bids can be up to a maximum of £50k, Cultivate bids up to 10k. To date the following projects have received funding:

Organisation	Service	Project description	District	Awarded up to:
Innovation Fund				
Little Miracles CIO	Children & Families	To deliver services for families with disabled children across Cambridgeshire Note: due to end in January 2019	Countywide	£35,000
Round 1/2 Feb 2018				
The Resilience Group (Blue Smile, CFMS & Relate Cambridge)	Children & Families	To provide therapeutic support to disadvantaged local children and	Cambridge City/ South Cambs	£31,055

		parenting wellbeing programmes, in order to strengthen vulnerable families		
Round 2/3 July 2018				
The Cinnamon Network	Children & Families/ Adult Social Care	To work with five churches across the county to run social action projects that support people in communities that need it the most	Countywide TBC	£17,800
Meadows Children and Family Wing	Children & Families	To support female victims of domestic abuse and their children through a range of 1-1 and group services	Countywide (focus on South Cambs & Cambridge City)	£49,478
Romsey Mill Trust	Children & Families	To provide specialist support for isolated and disadvantaged young people in Trumpington to help them fulfil their potential	Cambridge City/ South Cambs	£49,062.25
Cultivate				
Round 1 – Jan 2018				
Ely St. John's Primary School	Children & Families	To train all school staff to better manage children with behavioural difficulties and to create nurturing spaces at the school	East Cambridgeshire	£5,000
Godmanchester Town Council	Adult Social Care	To launch a Time Bank in Godmanchester to bring people together to help one another	Huntingdonshire	£5,426
Round 2 – Feb 2018				
Houghton & Wyton Time Bank	Adult Social Care	To connect young people and old people through volunteering and to reduce isolation	Huntingdonshire	£10,000
The Cambridgeshire Police Shrievally Trust	Children & Families	To run a Bobby Scheme to support families and children who have been victims of crime to help them recover from the trauma	Countywide	£10,000
Round 3 – July 2018				
East Leightonstone PCC	Children & Families	To provide 2-3 additional youth cafes for young people to spend time after school and access pastoral support from trained volunteers	Huntingdonshire	£10,000
Cambridge Women's Resource Centre	Children & Families	To identify and support 10 vulnerable mothers who might struggle to sustain a healthy pregnancy and prepare for a healthy relationship with their babies	Cambridge City	£10,000
Ramsey Neighbourhoods Trust	Adult Social Care	To establish and coordinate a Timebank to reduce isolation, promote community resilience and enable residents to live well independently	Huntingdonshire	£7,500
Round 4 – Sept 2018				
Romsey Mill Trust	Children & Families	To provide youth clubs for 140 children and young people with an autistic spectrum condition enabling them to meet others and develop social skills	Cambridge	£9,903

3.5.5 Theme 5: Exploitation

The Cambridgeshire and Peterborough Child Sexual Exploitation (CSE) Strategy 2018 states that “no one agency is able to address the complex elements of child sexual exploitation on its own, largely because a child’s and family’s needs cannot be met by a single agency. Effective interventions, whether Early Help, Child in Need or Child Protection depend on professionals developing working relationships which are sympathetic to each other’s legal responsibilities, agency’s purpose and procedures respective roles and agencies capacities.’ To this end exploitation is a priority for our work in Early Help with families and young people.

Cambridgeshire and Peterborough have formed a Missing and Child Exploitation (MACE) strategic group which reports to the Safeguarding children board. The overall purpose of this group is to monitor and evaluate the effectiveness of the strategic and multi-agency response to exploitation and missing from home or care as encapsulated in the Missing & Child Exploitation strategic action plan 2018-19. Early Help are key stakeholders to this group and also at the Cambridgeshire MACE operational group where high risk cases, themes and trends are shared.

Early Help in Cambridgeshire endeavour to support the aims and objectives identified in the Missing & Child Exploitation action plan. By adopting the principle of ‘professional curiosity’ potential identifiers of vulnerability can be identified at an early stage, presenting an opportunity for early intervention so that risk of harm is reduced.

Analysis of crime and qualitative information taken from Cambridgeshire Constabulary data (September 2018) shows Cambridgeshire having a notable drug related issue of violence and exploitation of young people, with the last 10 months showing a notable increase. The qualitative data shows that Cambridgeshire has a disproportionately high number of County Lines which is attributed to the demographics and the favourable transport infrastructure from metropolitan areas.

We recognise that a significant, identifiable and increasingly larger tranche of young people face a variety of vulnerabilities which are likely to diminish their ability to withstand the pressures of being drawn into violent crime. This provides an opportunity to recognise and intervene at the key moments before these young people are trapped in the revolving door of criminal justice processes, requiring a more intensive and expensive solutions to aid them into constructive citizenship.

Early Help will ensure that this is a key part of our service offer by:

- Ensuring any Early Help professional completes an exploitation risk assessment and management tool alongside the young person who they are worried about and sends to the Missing and Exploitation Team (MET) Hub for inclusion on the MACE tracker.
- Missing and Child Exploitation Tracker – We have a live tracking system to identify young people at risk of exploitation. Early Help and internal partners within the district team will review the tracker monthly and any assessments will be updated as needed and sent to the MET Hub

- That all staff in Early Help District Teams are up to date with training regarding exploitation as offered by safeguarding boards.
- That Early Help contribute to any district based exploitation/County Lines mapping meetings regarding identifying young people, cohorts and connections in local areas and contribution via information sharing as required.
- That Early Help is represented consistently at both the strategic and operational missing and exploitation meetings and information shared appropriately.
- In Cambridgeshire each Community Safety Partnership operates a multi-agency Problem Solving Group where incidents of Anti-Social Behaviour are reported, identified and problem solved as a partnership. These groups include councils, schools, housing providers, police, youth offending and support agencies. Early Help will commit to attend and contribute to these meetings to support identification of and interventions for young people.
- That Early Help are involved in any key pieces of work at either a county or local level in this area e.g. contribution to bids, working groups to modify or review key documentation.

In addition to this existing work we need to develop practice in the following areas:

- Increase awareness and referrals to the National Referral Mechanism
- Review district based MACE tracker meetings
- Increase attendance at MACE so North and South service areas are both represented
- Revisit Prevent training across the service and ensure attendance at the county strategic board
- Explore opportunities to draw down funding from government to increase Early Help offer in Cambridgeshire

3.5.6 Theme 6: Emotional Health and Well-being

A review of commissioned service providers and agreement to a new commissioning contract with pooled budgets from health, Peterborough LA, Cambridgeshire LA. The new providers who took up their contract with effect from January 2018 provides services to a wider age range, with a greater breadth of services and a broader variety of service types to reach a larger target group For example, as well as 1:1 counselling, the new provider offers group-based sessions for parents and children to attend jointly, therefore enabling parents to share the learning and help support their children. The contract is still very much in its infancy but there are regular reviews of demand and links with other services to ensure the family is able to access the right support at the right time.

As part of the CAMHS transformation work, there has been a commitment across Cambridgeshire and Peterborough to invest in supporting emotional health and well-being as early as possible that a need arises. With effect from January 2018 a team of Emotional Health and Well-Being Practitioners was introduced to provide advice and support to professionals in respect of emotional health and well-being of children and young people. This service spans across Peterborough and Cambridgeshire and is co-located with the Local Authority Service. The Emotional Health and Well Being Practitioners work closely with

CAMHS, School Nursing and commissioned services to most appropriately support children and young people.

There has been joint invested in 'Kooth' an on-line advice and counselling website and have supported Public Health to host the 'Keep Your Head' website for children, young people, adults and professionals.

In addition our Young People Workers deliver targeted programmes of support specifically designed to build confidence and self-esteem in young people.

3.5.7 Theme 7: Neglect

Cambridgeshire County Council contributed to the development of the LSCB Neglect Strategy and within Early Help we are actively involved in implementing that strategy. Neglect is a corrosive and significantly damaging form of child abuse. The signs of neglect may not be immediately obvious to the professional and are often part of a complex family picture that can on occasions be explained away or that simply overwhelm the professional. Sometimes symptoms can be masked by apparently good or warm care from the parent. The cumulative impact of a series of seemingly minor incidences can sometimes be lost but, when considered together, warrant a coordinated professional response. Parental needs can also potentially blind professionals to the impact of neglectful parenting on the child. Children who are in neglectful environments require the same robust and structured assessment process as children who are in other abusive situations.

Protecting children and young people involves professionals in the difficult task of analysing complex information about human behaviour and risk. It is rarely straightforward and responses should be based on robust assessment, sound professional judgement and where appropriate statutory guidance. It is important to address the issues as early as possible, and every opportunity should be taken to engage children and their families in Early Help services as a first intervention.

Cambridgeshire promotes the use of the Early Help Assessment as the tool for recording the family's unmet needs. In cases of neglect Early Help practitioners are trained in the use of the Graded Care Profile (GCP) tool. Once completed the GCP is recorded on the ONE database and saved accordingly. Early Help often complete the tool to help assess levels of neglect in open cases, including those open to social care.

3.6 Early Help case study

A case study is included below to demonstrate the work of Early Help in supporting families to access timely support and achieve sustained outcomes.

CASE STUDY

BACKGROUND INFORMATION AND ASSESSMENT OVERVIEW

Family of three, mum and two children (4 and 5) fled domestic abuse in September 2017.

The family were temporarily residing in an overcrowded, three bedroom property, with 10 other family members, several of which had significant physical and mental health needs.

Family Worker support was requested through social care to work alongside Child in Need plans, under the category of neglect.

Initial Family Worker assessment noted the following concerns;

- Mother was experiencing poor mental health and was not receiving adequate support.
- Mother was unemployed, had no access to benefits and was struggling to feed/clothe her children.
- Family home was chaotic and unsuitable for the family needs.
- Children were out of education and under stimulated.
- Ongoing domestic abuse and the impacts on the children needed exploring.
- Mother's caring responsibilities of family members, particularly grandmother was becoming unmanageable.
- The children's wishes, feelings and needs were being overlooked.

Further assessment identified the youngest child had behavioural difficulties, and eldest child had low confidence and limited social skills.

Numerous observations from other agencies including the health visitor, IDVA and OT shared similar concerns.

REFERRALS ON

Housing Family Worker liaised with housing to help evidence the unsuitability of the home. Support was given to help mother set up a Homelink application and secure emergency banding. A new home was secured within 6 months.

Finances Family Worker liaised with CAB and sought advice around benefit entitlements. Child benefit, tax credits, income support, carers allowance and PIP were accessed for the family.

Financial assistance Family Worker applied to Central Aid Grant to secure household items for the unfurnished new property.

Troubled Families Programme Personalised budget accessed for additional practical support such as bedding for the children.

Education Family Worker supported the family in contacting school admissions. Nursery and school places were secured within walking distance to their new home.

Health Liaison with the health visiting team to support with routines, sleep and parental mental health.

IDVA Liaison with the IDVA to help reinforce domestic abuse support available.

FEEDBACK

Mother initially struggled to fully acknowledge the concerns from professionals, but in time became reflective and responsive to support being offered.

Mother presented as tearful on Family Worker closure as she was grateful for the support received, but also the skills and parenting capacity she had gained.

Children reported being happy in their new school and home with their own space and belongings.

PROFESSIONAL SUMMARY OF LEARNING

On the surface mother was providing what appeared to be prioritising a considerable amount of care for her family members, and the family were living in what would be deemed, by western housing regulations as an overcrowded home.

However, it was important to consider the social graces for this family. Whilst there were many burdens for mother, there were also attached feelings of family tradition and guilt, i.e the notion of putting grandmother into a care home would have been unthinkable for the family.

It was essential to be mindful and respectful of cultural differences, but to also balance these factors against the risks to the children.

The children were sleeping in unsuitable conditions and were not thriving, largely due to the mother's financial hardship. It was important to recognise and prioritise this factor to reduce the risk to the children.

As caring responsibilities were long term, a solution focused approach worked well with this family; using a strengths perspective and seeking to move towards what was wanted and was achievable, i.e. support with housing, finances and education first, instead of trying to resolve many entrenched and complex difficulties within the wider family.

OUTCOME

The children were subject to social care plans, but with the support of the Family Worker made good progress to step across to Early Help.

When the Family Worker became lead professional clear outcomes were put in place for the family, namely risk management, finances, housing, health and education. All outcomes were achieved by the point of closure and had a significant impact.

Mother improved her feelings around guilt, mental health, parenting capacity and resilience to the point where she is now accessing education, in the hope she becomes more employable.

The risks to the children significantly reduced and they appeared happier and more content in their new home environment and school.

The family progress can be considered sustained as there has been no further requests for support, and no further concerns raised by school, health or education.

3.7 Tracking progress

In Cambridgeshire progress at the point of closure of one to one work with children, young people and families is monitored through the Distance Travelled Tool (DTT) and against our shared outcomes framework which is built into our Family Plan. For cases where we will make a payment by results claim to the national Troubled Families Programme we have an embedded system of audit and review in place.

Outcomes from the Distance Travelled Tool are recorded on our Performance Dashboard; data for April-Dec 2018 shows that 74.47% of all Family Work cases where a closing DTT was completed showed improvement.

For parenting programmes and courses that run in Child & Family Centres evaluation processes at the start and end are in place to track progress. On a termly basis reports are produced which evidence progress against key criteria.

Evaluation from 160 attendees at parenting programmes in summer 2018 demonstrates improvements were in the following areas:



The Warwick-Edinburgh Mental Well-Being Scale (WEMWBS) is used to evaluate any improvement in mental well-being and is scored from 0-70. An improvement of over 3 points between the two measures is deemed to be a significant improvement in mental well-being.

Overall there was an increase in summer 2018 WEMWBS scores of 4.88, well above the target improvement score of 3 & therefore classified as a significant improvement.

Our shared outcomes are:

- Children are ready for and attend school, and make expected progress
- Adults and young people have the skills, qualifications and opportunities to succeed in the employment market and make a positive contribution
- Families enjoy good physical and mental health and have a healthy lifestyle
- Families are protected from harm and neglect and are provided with support with their problems before they become too difficult to manage, increasing their resilience
- Families contribute to the community and are not engaging in anti-social or offending behaviour

3.7.1 Evaluating Professional Practice and staff supervision

Evaluating Professional Practice (EPP) is one of the ways we ensure that practitioners understand their roles and deliver good quality services. It is mandatory and applies to all

Early Help practitioners. An integral part of the scheme is that workers are assessed by someone other than their line manager. EPP observations take place annually between November and May with outcomes collated in the summer. Key themes from the 2017/2018 EPP cycle are:

Highlights:

- 213 EPPs were completed across the county
- Of the 213 only 44 (21%) had development needs identified
- 170 (80%) of the EPP's completed gathered user feedback as part of the process
- 186 (87%) of the 213 EPP's completed were followed up with a 'reflective discussion'
- Only 10 EPP's were not complete as staff were off long term sick or had multiple cancellations of observations for a variety of reasons

Of those who had a development need identified, the areas for development were:

- Technical knowledge 11
- Assessment skills 6
- Direct work 13
- Collaboration 7
- Reflection & analysis 8
- Self-confidence 9

Feedback from observers included:

- Excellent 1:1. Effective and appropriate relationship with family. Effective challenge and acknowledgement of progress. Good use of resources.
- Good 1-1 session with a young person with additional needs. Session aimed at a level for young person to actively participate.
- Excellent observation of a very challenging meeting, the practitioner was very skilled in handling both parents and achieving the aims of the session.

All staff receive person and caseload supervision with their line manager on a monthly basis as per the agreed supervision framework. Each District team reports on the level of staff supervision conducted on a monthly basis.

3.7.2 Involving families in service design

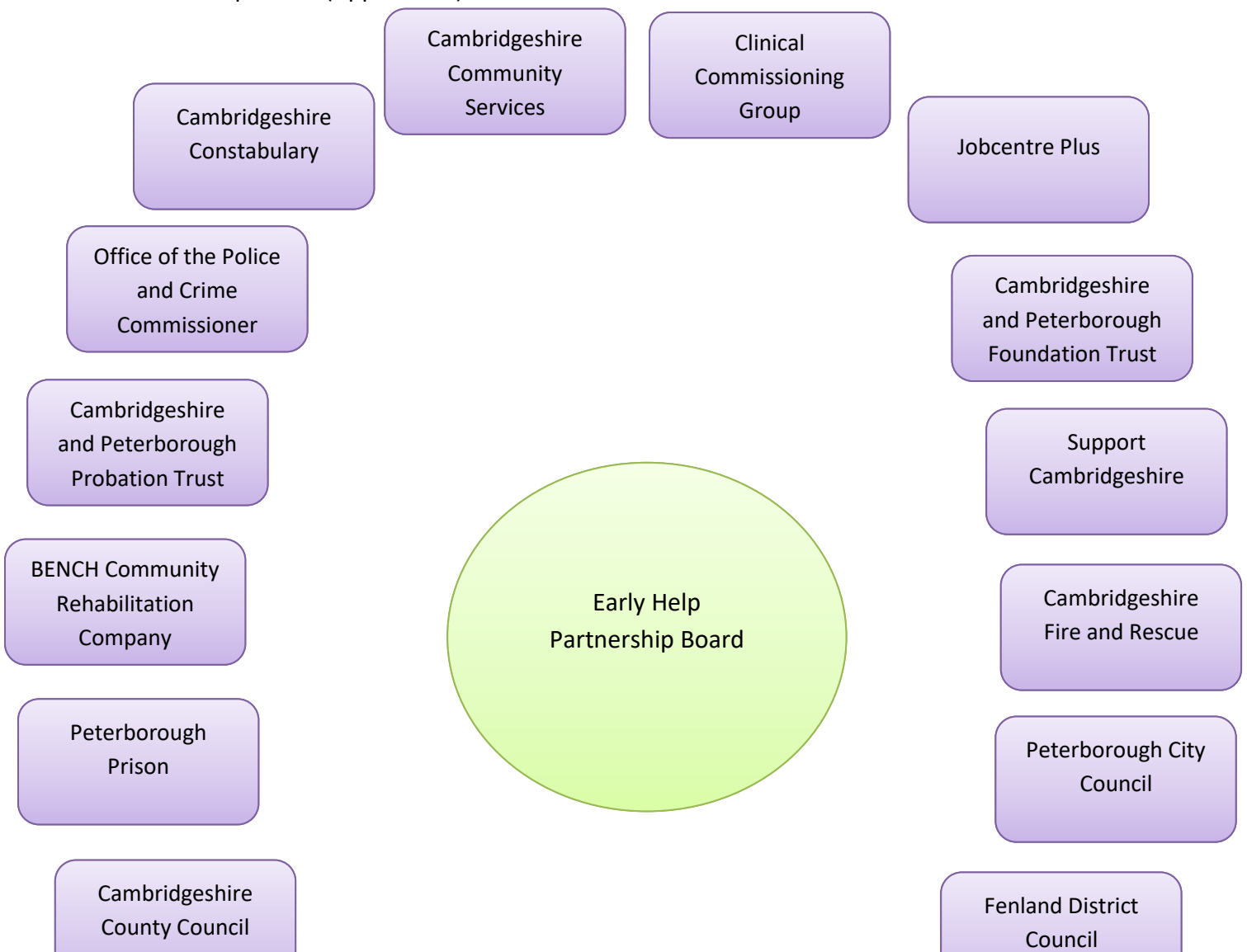
We ask people who use our services to help shape them in a number of ways including:

- Young people's panel at job interviews
- Parent forums at Child and Family Centres
- Annual parent survey

- MOMO feedback
- Views captured in assessments and plans
- Feedback forms at point of closure

4. Monitoring and Governance

The Early Help Strategy will be presented to the Children & Safeguarding Leadership Team for their consideration and approval. It is proposed that this strategy be reviewed quarterly by that team through a report that will address progress on agreed priorities and actions. Our early help delivery model is supported by partners participating in the Early Help Partnership Board (Appendix A):



Monitoring performance

The performance of Early Help services across Cambridgeshire is monitored via the monthly Children and Safeguarding performance board and through termly reports compiled at a District level.

Parenting programme outcomes are reported termly to both commissioning and partners in the CCG.

5. Action plans

A service plan is attached as Appendix B and the Service Transformation Maturity Model action plan as Appendix C. Findings and recommendations from audits will be incorporated into the service plan as they occur.

6. Priorities for Early Help in Cambridgeshire 2019-2020

1. Embed whole family working with one holistic assessment, one plan and one Lead Professional across all partner agencies
2. Provide opportunities for children, young people and families to feedback their experiences to help shape future provision and commissioning activity
3. Continue to support partners and Early Help practitioners to improve the quality of assessments and SMART action planning to improve outcomes and better reflect the support in place and impact of interventions
4. Continue to develop Early Help Performance Reporting and evidencing of outcomes for families and use this to both improve performance and shape future commissioning plans
5. Achieve a Payment by Results for 2840 families by March 2020 as part of the Troubled Families Programme demonstrating significant and sustained progress against identified needs.
6. Support Early Help Practitioners to engage in the use of appropriate tools and interventions to support identified vulnerable groups.
7. Assist in embedding the 'Effective Support for Children & Families' document, supporting practitioners to understand what can be supported at Early Help, potentially reducing the number of inappropriate referrals to Children's Social Care
8. Develop and where appropriate redesign support for young people alongside the adolescent service to include the model of contextual safeguarding
9. Continue to work with the community and voluntary sector to build capacity and explore innovative ways of working
10. Participate in the Best Start in Life project to develop and redesign 0-5 services across Cambridgeshire & Peterborough alongside partners in Early Years and Health services.
11. Contribute to the design, testing and roll out of Liquid Logic across the service & partners by the end of 2019.
12. Help identify and participate in developing bids to external funding opportunities that build upon our Early Help offer in Cambridgeshire
13. Ensure Early Help continues to have a place at the heart of our approach in Cambridgeshire to supporting children, young people and families

Appendix A

Early Help Partnership Board -Terms of Reference 2018/19

Purpose of the group

The Early Help Partnership Board is responsible for providing leadership, direction and governance for the integration of public and voluntary/community sector services in Cambridgeshire for children, young people and families.

Membership

Agency	Name
Cambridgeshire Constabulary	Kirsty Hill Detective Chief Inspector
Office of the Police and Crime Commissioner	Dorothy Gregson Chief Executive
Cambridgeshire and Peterborough Probation Trust	To be confirmed
BENCH Community Rehabilitation Company	Jo Curphey
Cambridgeshire County Council	Sarah-Jane Smedmor, Assistant Director, Children and Safeguarding Chair Anna Jack, Youth Offending Service PCC/CCC Sarah Tabbitt, Head of Early Help North Lisa Riddle, Head of Early Help South Sharif Al-Rousi, Senior Commissioner Andy Jarvis, Partnerships & Developing Practice Manager James Burgess, Early Help Hub Manager Sarah Ferguson, Assistant Director of Housing, Communities & Youth James Gemmell, Transformation Manager
Peterborough City Council	Karen Moody, Head of Service - Early Help & Prevention
Public Health	Raj Lakshman, Consultant in Public Health Medicine Ben Brown, Registrar
East Cambridgeshire District Council	Angela Parmenter, Housing & Community Safety Manager Shona Mackenzie, Neighbourhood Support Officer
Huntingdonshire District Council	Claudia Deeth, Community Safety Team Leader
South Cambridgeshire District Council	Mike Hill, Corporate Director
Cambridge City Council	Sandra Farmer, Head of City Homes

Fenland District Council	Dan Horn, Head of Housing & Community Support
Cambridgeshire Fire and Rescue Service	Wendy Coleman, Head of Safeguarding
Support Cambridgeshire (VCS infrastructure organisation)	Julie Farrow, Chief Executive- Hunts Forum
Pinpoint	Sarah Conboy, Chief Executive
Cambridgeshire & Peterborough Foundation Trust	Zoe Keast, Name Nurse, CPFT Safeguarding Children Team Sara Hart, Team Manager, Liaison & Diversion Service
Job Centre Plus East Anglia District Office	Lisa Barraclough, Customer Services Leader for Cambridgeshire
Clinical Commissioning Group	Sarah Hamilton, Designated Nurse Safeguarding Children Kathryn Goose, Senior Commissioning Manager – CAMHS
Cambridgeshire Community Services	Andrea Graves, Service Lead. 0-19 Healthy Child Programme, Cambridgeshire & Peterborough
CGL	Paul Pescud Services Manager
School representation	Kim Taylor, Head of Spring Common Special School Jonathan Digby, Head of Sir Harry Smith Joanne Hardwick, Head of Samuel Pepys
LSCB	Jo Proctor, Head of Service - Cambridgeshire & Peterborough Adults and Children's Safeguarding Boards
Officers in attendance / support	Lisa Riddle, HoS Early Help South Cambridgeshire Sarah Tabbitt, HoS Early Help, North Cambridgeshire

Chair and administration

- The group will be chaired by Sarah-Jane Smedmor, Assistant Director, Children and Safeguarding.
- Administrative support will be provided by Cambridgeshire County Council
- Agendas will be drafted by the Heads of Service Early Help Cambridgeshire and an invitation extended to members to add items to the agenda for discussion.
- Papers will be circulated at least 5 working days in advance of the meeting.

Key functions

1. To produce and implement a partnership Early Help Strategy for Cambridgeshire.
2. To provide leadership in relation to the integration of services for children, young people and families in Cambridgeshire and development of a culture of expectation of whole family integrated working across all services, including Child and Family Centres.

3. To develop and implement a shared outcomes framework for services working with children, young people and families in Cambridgeshire.
4. To lead on the embedding of Think Family practice across partnership organisations including ownership of the Lead Professional role, quality of EHAs from all agencies, engagement with the Team Around the Family process.
5. To develop and implement a clear Information Sharing Agreement to enable think family working and also to enable earlier identification of families requiring support using predictive analytics.
6. To provide steer and take ownership for the communication of Programme priorities and actions to stakeholder groups.
7. To provide a governance group for the resolution of issues relating to multi agency service delivery
8. Regularly review progress using the 'Early Help Service Transformation Maturity model'
9. Review Early Help Dataset and address issues identified

Responsibilities of members

1. As a member of the Early Help Partnership Board, representatives are a key lead for the implementation of Early Help and Think Family practice in their organisation and undertake to ensure this work is adopted and embedded. As part of this they undertake to consider the communication needs of staff within their organisation.
2. Members of the group undertake to report back key decisions and updates to Management and Leadership within their own organisations as relevant and also to share with other relevant partnership groups.

Accountability and decision making

1. The group will attempt to reach decisions by consensus where possible.
2. It is possible that with a mixed group of provider and commissioner representatives, there is possibility for conflicts of interest if the group is commissioning services. The chair will ensure these conflicts are managed as and when they arrive. Providers may be asked to not participate in this section of relevant meetings.

Dates and venues for 2019

22nd January, 2-5pm, Fenland District Hall, March, County Road, PE15 8NQ.

19th March, 2-5pm, South Cambridgeshire Hall, Cambourne, CB23 6EA.

Review

The terms of reference will be reviewed on an annual basis. The next review date is no later than 30th December 2019.

Appendix B

CHILDREN & SAFEGUARDING SERVICE PLAN 2018/19

Service: Early Help
Date updated: 06/12/2018

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
1	All staff to receive good quality professional supervision.	All staff welfare & caseload management supervisions to take place monthly.	All Early Help Managers	Monthly.	Supervision tracker - % of supervisions that take place monthly.	92.9% (November performance board)	100%	
		Track completion of staff supervision sessions and report to performance board monthly.	Heads of Service	By performance board deadline.	Refined management system in place that effectively records timeliness of professional supervision.		Data provided from Early Help to PQA by deadline	
		Establish a system to provide management oversight of supervision notes being signed and stored correctly.	Heads of Service	By end of 2018.	Dip sampling - % of supervisions where statutory reviews are discussed.	99.2% recorded 98.4% signed	100%	
		Managers to discuss audit findings as part of	All Early Help Managers	Monthly	Dip sampling - % of supervisions that discuss	n/a new measure Dec 2018	100%	

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
		supervision and record this.			audit findings and any remedial action identified.			
2	All children's journeys are subject to management oversight, challenge and critical reflection through effective case supervision.							
		Reflective case supervision is provided and recorded on case management system in line with local practice guidance.	All Early Help Managers		QA thematic case supervision audit - % of case supervision provided and recorded on case management system.		100%	
		All management decisions are recorded on the child's case record.	All Early Help Managers		QA thematic case supervision audit - % of cases where management decisions are recorded on the child's case record.		100%	
		Managers to ensure remedial actions identified in QA audits are completed within timescales set.	All Early Help Managers		QA tracker - no. of outstanding remedial actions where timescale has expired.		0	
3	Children's records will include a chronology that is up to date and includes all	Managers to ensure that all cases include a good quality chronology.	All Early Help Managers		Performance data - % of cases with chronologies. Case file audits - % of chronologies graded good or outstanding.		100% 80%	

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
	significant events.	Training to be provided to all staff in writing chronologies in accordance with Local Authority formal policy on the subject	District Managers		% attendance of staff trained. Feedback from staff on impact of training.		100% 90% rating training good or excellent	
4	Ensure that all plans are outcome focused with SMART actions & reflect the needs of the whole family.	All managers to ensure actions in plans are specific, measurable, achievable, relevant and attributable to a named individual. Signed off on the system.	All EH managers		QA through case audit process Troubled Families case review at point of closure		100%	
		Team Managers to ensure that appropriate risk assessment tools are used.	All EH managers		QA thematic assessment audit - appropriate risk assessment tools in use.		100%	
		Ensure all front line practitioners are equipped to undertake the Lead Professional role and access relevant training where required.	All EH managers/ workforce development.		% of LP's in Early Help % of staff confident in undertaking the LP role.			
5	The child should be at the centre of intervention and planning.	Staff to ensure that children are seen alone & their lived experience recorded on the system following visits.	All EH staff		Case audits evidence child has been seen alone/lived experience explored during visits.		100%	

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
		Roll out the use of MOMO across the service and monitor.	All EH staff		MOMO reports evidence use & feedback.			
		Parent/carer strengths and areas of need to be explored and evidenced in assessments and plans.	All EH staff		Case file audits - % of cases where the needs and views of the parent/carer views are considered in assessment and planning documents		100%	
		All to ensure plans are drawn up with the child and their family and should be written in language that is easy to understand and free of jargon	All EH managers		Case file audits - % of cases where the quality of plans is graded as good or outstanding		100%	
6	All children and their families are meaningfully consulted with to ensure that their views and the impact of our intervention in their lives is identified, recorded and considered	Ensure that child and parents/carers views are recorded on the child's record and inform intervention.	All EH Managers		Case file audits - % of cases where consultation with children and families is graded as good or outstanding		100%	
		Ensure family feedback process is followed at point of closure to capture the views of service users.	All EH Managers		% of closed cases where feedback form has been completed.		100%	
		Ensure that plans are created with the	All EH Managers		QA thematic audit - % of plans where consultation		100%	

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
		involvement of children and families so that they have a better understanding of what needs to improve and achieve success.			with children and families is graded as good or outstanding			
7	Issues of equality and diversity to be identified and recorded explicitly for all children in assessments and plans how these identified needs will be met	Deliver CCC Equality & Diversity strategy to managers for dissemination across the service. Review quarterly for updates.	E&D rep & EH managers		Meeting minutes evidence item discussion & service updates.		Strategy disseminated across service.	
		Ensure that assessments and plans identify how needs arising from issues of equality and diversity will be met	All EH Managers		Case file audits - % of cases where equality and diversity is graded as good or outstanding. QA thematic cultural competence audit - % of cases graded good or outstanding		80% 80%	
8	Neglect will be identified early and acted upon effectively without preventing drift	Guidance will be provided to all workers including tools for assessing the impact of neglect and measuring progress	Heads of Service		Sharing of clear guidance with all staff via email and on portal		Publication of guidance	

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
	and delay in making informed decisions	Training on neglect and use of tools to support the guidance will be available to all teams.	Workforce Development Manager		% attendance of staff at training. Feedback from staff on impact of training.		100% 90% rating training good or excellent	
9	Risks of exploitation should be appropriately assessed and managed with regular review of cases.	Managers to ensure exploitation risk assessment is completed for children at risk.	All EH Managers		Thematic CSE audit - % of cases graded good or outstanding.		80%	
		MACE tracker reviewed and returned to MET hub for any children open to Early Help on a monthly basis.	District Managers		% of MACE trackers returned updated each month.		100%	
10	Lead the successful development & PBR claim rate for Cambridgeshire's Troubled Families programme	Ensure all staff are confident in the use of outcomes framework, SMART plan & transfer/closing exemplar.	All EH Managers		% of support plans with clearly identified indicators of progress from OF % of plans uploaded to the system		100% 100%	
		Develop consistent group work programmes around identified	District Managers		Group work programmes in place to support identified needs & promoted to services.		100% of groups developed where need identified	

No.	Objective	Action	Leads	Deadline	Performance Indicator	Baseline	Target	Direction of Travel
		themes such as parenting & DA.						
		Lead the development of partnership working at a District level to support improved quality of EHA's & engagement in the TF programme.	District Managers		% of EHA's that are of a good quality received by the EHH.			
		Ensure DTT is used to evidence outcomes in all relevant cases.	All EH managers		% of service users who have made progress at the end of intervention		80%	

Appendix C

EARLY HELP SERVICE TRANSFORMATION MATURITY – CAMBRIDGESHIRE ACTION PLAN

Area	Actions	Who	When	How will we know we have been successful?
Family Experience of transformed services MATURING	1. Early Help Assistant Managers to undertake visits to all schools in Summer term 2018 and undertake review of school's experience of early help process and their view of family experiences	Early Help Assistant Managers	Spring Term 2019	We will have more evidence around whether families know who their Lead Professional is and whether they have clear family plans in place/ more knowledge of what the issues are. Increase engagement with families and communities
	2. Review the communication with the VCS and ensure information is up to date and tailored to their needs.	Andy Jarvis / James Burgess	March 2019	We will have a better understanding of whether VCS services are well linked in to TAF processes
	3. Promote professional generosity between agencies/workers at every training, briefing and consultation event	Andy Jarvis / Early Help Clinicians	April 2019	Workers will not be critical of other agencies and support partnership working
	4. Promote return level for Review Parent Feedback Forms. Use the responses to get clear information on their experience of the Lead Professional role and confidence in accessing community based services. Feedback learning to: <ul style="list-style-type: none"> Steering Group for partner action District Manager Meeting for Early Help action 	Andy Jarvis/Lisa Riddle	March 2019	We will have more evidence around whether families know who their Lead Professional is and whether there are clear family plans in place/ more knowledge of what the issues are and act on that evidence. Increase engagement with families and communities
	5. Review with JCP the joint working arrangements and compliance with the current CCC/DWP SLA. Report to Early	Andy Jarvis/Ken Pottle (JCP)	March 2019	Align the work of TAF and JCP advisors to improve

	Help Head of Service to identify response to findings.			levels of employment and progress to employment.
	6. Review with District Managers process to identify if there are systemic causes for delays in case completion and make recommendations to Steering Group.	Andy Jarvis/District Managers	April 2019	Improve systems to increase timeliness of delivering Early Help Plans
	7. Presentation on the DASV Strategic plan to be provided to the Early Help Partnership Governance Board with a view to identifying how it can act to support effective development and take-up of provision	Julia Cullen/Vickie Crompton/ Andy Jarvis	April 2019	Improve range and uptake of appropriate DA interventions
Leadership Partnership working and governance "Who" is leading transformation MATURING	8. Develop Member involvement in transformation towards whole family working.	Lisa Riddle	April 2019	Engagement of key local leaders in the transformation towards whole family working
	9. Review communication and use of shared outcomes framework across the partnership. Act on recommendations to improve use.	Early Help Partnership Governance Board	June 2019	Increased ownership across the partnership of shared outcomes
	10. Children's services will review commissioning arrangements with the Joint Commissioning Unit and be included in procurement of services to consider a whole family approach. Raising the importance of whole family working and outcome based services.	Joint Commissioning Unit and Sarah-Jane Smedmor	Summer term 2019	There is a common purpose across all partners in the statutory, community and voluntary sector to commission outcome based services that have whole family working at their core.
	11. Work with transformation programme in health to enhance level to which whole family working is embedded in key principles	Andy Jarvis/CCG	June 2019	There is a common purpose across all partners in the statutory, community and voluntary sector to commission outcome based services that have whole family working at their core

	12. Promote the Early Help Strategy and SCB Effective Support for Children and Families (Threshold) Document to ensure clarity as to range and purposes of services delivered by CCC.	Early Help Partnership Governance Board	May 2019	There is increased ownership and understanding of the early help offer across the partnership
	13. Agree proposal for the Early Help Partnership Governance Board to consider on the Troubled Families programme's role in the development of locally delivered coordinated services within the Countywide CSP strategic approach	Andy Jarvis/Dorothy Gregson (OPCC)	March 2019	Delivery of services at a local level in line with TF principles
Strategy <i>Alignment with local area's broader strategic priorities</i> Commitment to WHAT will happen MATURING	14. Publish and promote the Cambridgeshire Troubled Families Vision for post March 2020	Early Help Partnership Governance Board – lead Lisa Riddle	Mar 2019	There is a clear commitment to integrated family focussed, outcome based services are embedded in strategic plans for all partners.
Workforce development <i>Skills, capabilities and performance objectives</i> Now including a keyworker experience element MATURING	15. Propose a mechanism or arrangement to share performance objectives across agencies in relation to think family working at the Early Help Partnership Governance Board.	Andy Jarvis	Sept 2019	There are shared performance objectives across professions. Core principles and behaviours of family working are shared and understood across agencies.
	16. Continue to deliver Lead Professional/Family Plan training and Assessment and Analytical Skills training – free to all agencies	Workforce development	Up to end 2019/20	Training is provided both for LA staff and to LPs across partners
	17. Deliver training on the TF approach with particular emphasis on:	Andy Jarvis,	Mar 2020	There is clear consistency of opportunity for training and

	<ul style="list-style-type: none"> • The voluntary sector • Healthy Child Programme staff • Police Probationers • School staff • GPs • DC/City Council support staff 	<p>Julie Farrow Debbie Marshall Police Early Help AMs James Burgess Kathryn Hawkes, Alan Boughen, Sandra Farmer, Rob Mitchell</p>		development, with recognition of different agency cultural starting points. Training is provided both for LA staff and to LPs across partners.
	18. Increase uptake and scope across agencies of Clinical supervision for lead professionals with a focus on services identified as a priority for the programme.	Clinician team and Andy Jarvis	June 2019	Development is informed by evidence based practice. Impact of workforce development is evaluated and impact informs future workforce development plans.
	19. Review of Early Support structures to broaden principles across age range and further align with Early Help and Think Family processes	Andy Jarvis/ Joanna Sharman	Summer term 2019	Organisational structures enable professionals from different disciplines work together to shared priorities.
	20. Confirm all ISAs are in place and GDPR compliant	Andy Jarvis	Summer each year from 2019	Partners have shared, robust data sharing arrangements.
	21. Ensure accurate information and guidance on whole family working and Early Help arrangements is contained within the JCP Complex Needs Plans.	Ken Pottle	July 2019	Organisational structures enable professionals from different disciplines work together to shared priorities.
	22. Explore feasibility of Data Warehouse solution to enable more sophisticated tracking and evidencing of outcomes achieved that are in the TF cohort.	Early Help Partnership Governance Board	July 2019	Partners have shared, integrated data systems underpinned by robust data sharing agreements. Core

				partners can access one single data system to access case management information. Increased number of families on the cohort to meet agreed targets
	<p>23. Provide an outline to the Liquid Logic implementation group on how the database can support effective Think Family/Thrive practice, including</p> <ul style="list-style-type: none"> • Use as a data warehouse for all partner agencies involved in TF as available in PCC • TF approach embedded into assessment, planning and review exemplars • Access to records across CCC service to support a seamless experience for service users • Staff to be encouraged to access and use information already available from a family's contact with CCC services 	Lisa Riddle/Andy Jarvis	March 2019	To ensure that the implementation of the new database supports Think Family practice and achieves the required outcomes for families and their children.
Delivery Processes <i>Tools and approaches to identify and work with complex families</i> MATURING	24. Improve embedding of TF approach within District and City Councils to improve activity in relation to Early Help in place of referring to MASH when threshold not met.	Kathryn Hawkes, Alan Boughen, Sandra Farmer, Rob Mitchell	Autumn term 2019	Professionals from different disciplines use shared whole family approach and evidence-based tools to deliver a shared vision for early intervention.
	25. Embed audit of Early Help Assessments and plans in Healthy Child Programme	Debbie Marshall	Summer term 2019	Professionals from different disciplines use shared whole family approach and evidence-based tools to deliver a shared vision for early intervention.

	26. With Trailblazer programme, increase effectiveness of Early Help in preventing homelessness. Increase use of trailblazer training programme within Early Help.	Andy Jarvis/ Helen Brown (District Council lead)	June 2019	Reduced levels of homelessness for families in the TF programme.
Culture <i>Shared vision and ambition and openness to challenge and change</i> MATURING	27. Development of shared vision and ambition around whole family working through Early Help Strategy	Early Help Partnership Governance Board	Summer term 2019	Shared vision and ambition communicated to staff across local organisations who understand and work in line with this vision.
	28. Review impact of staff working across agencies on wider professional relationships and communication. Agree future approach for post 2020.	Early Help Partnership Governance Board	Mar 2019	Reduce barriers to communication and increase professional generosity.

Appendix D

Service	Child and Family Centre Offer (Cambridgeshire)
1. Overview	
<p>Context</p> <p>Following Public Consultation throughout the summer of 2017, Cambridgeshire County Council are committed to delivering a Child and Family Centre offer building on the former Children Centre delivery model. This will see us extend provision across the age range from pre-birth through until adult hood, ensuring seamless delivery with Community Health partners and a flexible approach to meet the changing needs of a rapidly changing County.</p> <p>The Child and Family Centre Specification will include measures to ensure that the new service offer will fit within the statutory requirements for the provision of Children’s Centres. These are to improve outcomes for young children and their families, with a particular focus on the most disadvantaged families, in order to reduce inequalities in:</p> <ul style="list-style-type: none">• Child development and• School readiness <p>Supported by improved:</p> <ul style="list-style-type: none">• Parenting aspirations, self-esteem and parenting skills• Child and family health and life chances <p>Current position</p> <p>In April 2017 CCC established District Teams, bringing staff from Early Help and Safeguarding Units together into a single directorate as an outcome of the Cambridgeshire Children’s Change Programme.</p> <p>This has enabled joined up working at a District level to provide a seamless service, with minimal transfers for families and an alignment with Special Educational Needs and / or disabilities (SEND) team structures and District Councils.</p> <p>The Integrated Front Door, incorporating the Early Help Hub (EHH) and Multi Agency Safeguarding Hub (MASH), is the single point of contact for all Early Help and Safeguarding referrals for the County. The EHH is responsible for managing the threshold of District Early Help services and the provision of information, advice and support to referrers.</p> <p>The creation of the Child and Family Centre Offer is the next stage of this process. This specification seeks to renew our commitment to the importance of early intervention in the early years and seeks to enhance the District Early Help offer by securing a range of community based services that enable all families to thrive.</p>	

2. Overarching Principles

- The effective engagement of families and partners is critical to achieving better outcomes. This offer will build upon and enhance existing partnerships to provide inclusive and accessible services that put people at the heart of a system that makes sense to them.
- Maximise access to the right support at the right time and in the right place ensuring that resources are targeted towards our most vulnerable groups including ensuring services are accessible to the range of diverse families within the target community.
- Services will be delivered within a Systemic Practice approach whereby interventions are delivered within the context of a family's existing 'helping network' which may include family members, neighbours, community-based services including education settings, health professionals including GPs etc.
- Deliver activities, groups and interventions informed by the Thrive model.
- Needs led differentiated in response to local demand - Working with local areas to develop localised solutions
- A more integrated service across CCC and Health organisation. This will be less fragmented with fewer handoffs, and a more seamless transition between services delivered across agencies.
- Building on a community resilient, self-help model as a leading principle which will empower Children, young people and families to access information and universal services to build their own resilience. This aims to reduce dependency on targeted/specialist interventions and increase the chance of sustainability.
- Services will seek to raise the aspiration of families by encouraging school readiness and lifelong learning which will have a direct bearing on family life
- Service delivery must be based on robust consistent evidence base with ongoing proactive review and improvement
- In order to maintain and evidence improvement the service framework will be measurable and outcomes focused.

3. Core Offer

The exact service offer may vary across the county but must include:

- Early Learning Services
- Parenting and family support including:
 - Relationship support
 - Outreach services
 - Information and support for families
- Child and family health services
- Adult learning and employment support

The Service provider for the Child and Family Centre Offer will work in partnership with the District Early Help team and other providers in the district (if applicable) to ensure delivery of services outlined in section 4. The Service provider will plan and develop a range of services which meet the needs of their local community and which particularly address the needs of the vulnerable groups and the children and families most at risk of poor outcomes.

Consultation must be undertaken prior to any significant changes to service delivery, and no significant change to service provision can be undertaken without approval from both the local advisory board and the designated Commissioner.

The Service provider will ensure that the Child and Family Centre Offer is part of a network of services, which is underpinned by partnership working with a wide range of agencies. These will include but are not limited to:

- District Early Help teams
- Other Child and Family Centre providers
- Schools
- Local childcare settings,
- Families Information Service (FIS),
- Job Centre Plus,
- Citizens Advice Bureau
- Voluntary agencies from the third sector
- Health organisations including providers of Community Midwifery services, health visiting, school nursing and speech and language therapy
- Services providing targeted support such as the Family Nurse Partnership, SEND services and the Troubled Families Programme .

The Service provider should also follow all statutory guidance for Children’s Centres issued by the Department for Education and must adhere to new guidance. The Service provider will work with the Local Authority to ensure it is compliant with any such new guidance

4. Service Description

The service provider will:

- Deliver evidence based parenting programmes and targeted support for Domestic Abuse in conjunction with the wider District Early Help offer and service specification to include:
 - Triple P (group teen)
 - Triple P (stepping stones)
 - Incredible Years Webster Stratton

- Incredible Babies Webster Stratton
 - Raising Children (Sharing Parenting)
 - Raising Teens (Sharing Parenting)
- Provide a range of opportunities for families to access information and advice through workshops (including one off sessions on subjects including breastfeeding, healthy eating and parenting skills) and drop in's across the District in family friendly spaces as agreed on a local basis in line with what our data, families and partners are telling us.
 - District delivery of outreach groups and activities to ensure access for families, particularly those in rural locations and those who may be socially isolated e.g English as an additional language (EAL). Service to be maintained in line with the current What's on? guide and developed on a local basis in line with what our data, families and partners are telling us. These will include new parents groups, stay and play sessions, and groups to support child development.
 - Manage and undertake functions relating to building and facilities management to enable spaces to run as family friendly buildings to ensure they are available to facilitate the delivery of:
 - Supervised contact visits
 - Extended opening hours
 - Targeted interventions from service partners with vulnerable children and young people, for example the SEND service
 - Meetings with families, for example Team around the Family, children in need (CIN) and Core groups
 - Health and safety of the facility including risk assessments
 - Day to day security
 - Day to day maintenance
 - Ensuring payment of all associated costs to open and run the buildings
 - Direct Family Work:
 - Allocate support to families using the Early Help Assessment and associated systems and processes direct from the EHH in line with the District Delivery operating protocol
 - 1:1 interventions using a whole family, systemic approach whilst maintaining a focus on the 0-5's
 - Contribute to EHA and family plans

- Undertake the role of Lead Professional as applicable
- Assertive outreach support to target groups on a local basis in line with what our data, families and partners are telling us
- Secure and manage partnerships with key stakeholders to develop a District offer with a key focus around:
 - Partnership work with District Early Help, SEND and Safeguarding Teams to ensure seamless transfers for families. This will include the service provider helping to identify the most vulnerable families in communities and provide information and support to these families. These families will include in particular those who have children in need, are in care, have child protection plans and are identified as vulnerable including unborn children. It will also include support to families at the point of closure to social care units.
 - Access to child and family health services including access to ante-natal and post-natal services, communication, speech and language development, and child health services. Each Child and Family Centre will also host health visiting services, including but not exclusively baby clinics, baby checks and weaning clinics.
 - Adult learning opportunities and employment support including enabling access to information about employment, education and training and links with Job Centre Plus and local training providers
 - Provision of education and training for adults such as literacy, numeracy, ICT, ESOL, and PEEP in line with local need.

Support the outcomes of the Healthy Child Programme including:

- Access to Community Midwifery services in line with the 'Better Births' process
- Provision of support for Communication, speech and language development in line with the 'Balanced Model' approach
- Supporting the healthy weight agenda, delivering universal and targeted services to families in line with evolving healthy weight pathways.
- Working in partnership with health practitioners on public health promotion in relation to issues such as smoking cessation, immunisations, dental health, low birth weight and home safety
- Information and support to parents during pregnancy and in the early year's period.
- Support families to access their funded entitlement to free early education, with a priority on the most disadvantaged families

- Support teenage parents in conjunction with other partners including the Family Nurse Partnership.

Quality standards

- Ensure Safeguarding standards support and reflect the Cambridgeshire LSCB policy and procedures.
- Adhere to Practice Standards including recording and case audit requirements
- Use the CCC outcomes framework and Think Family (TF) requirements
- Adhere to the CCC Performance framework (or equivalent) including annual appraisal and Evaluating Professional Practice policies
- The service will need to maintain current standards in line with Ofsted requirements for example Self Evaluation Framework and Service Development plans
- Staff induction and development is linked to the relevant workforce development pathway documents.

The Service Provider must ensure all spaces are Family Friendly, based upon the following criteria:

- Flexible access across the day, week and year services operating in the evenings, weekends and summer holidays.
- Activity Rooms for use by individual families or groups. Maintained with appropriate activity equipment for all ages and abilities – this will include access for families having contact
- Confidential Spaces suitable for meetings with families, including potentially safeguarding meetings or health consultations (equipped with hand-washing facilities)
- Staffed reception with skilled staff to welcome, triage, signpost and provide information
- Maximised Use - equipped with secure storage for groups, removable tables and chairs to change use of buildings, out of hours secure partner entry, etc
- Safe and Secure - Security on access so children are kept safe, and unaccompanied children can't leave the building.
- SEND Accessible buildings including accessible toilets and changing spaces, appropriate equipment and toys. Autism friendly environment
- Work Space for CCC staff and partner organisations to touch down and complete their work including access to secure Wifi.

5. Governance

The Service provider must work with the district Early Help team and other providers across the district (as applicable) to ensure there is a functioning Advisory Board across each district for the Child and Family Centre Offer.

The Advisory Board must include persons representing the Service Provider, the Local Authority, parents and prospective parents in the area, as well as other key stakeholders such as :

- Representative from Community Health providers,
- Jobcentre Plus
- Local maternity representative,
- Members of the local community,
- Local Councillors,
- Local Schools or Early Years Providers in the PVI sector
- Local community groups.

The role of the Advisory Board will be to support and challenge the planning and delivery of services. The Advisory Board will provide advice and assistance for the purpose of ensuring the effective operation as detailed in the contract document. The Advisory Board shall play an important part in driving improvement in performance.

The Advisory Board will ensure the continued consultation and participation of both service providers and service users and provide a route for ongoing service user and stakeholder participation.

The Service provider shall ensure that parents/carers and the community outside of the environment of the Advisory Board are involved – ensuring that parents/carers are involved and engaged in governance in a meaningful way. There is no formal requirement to establish a Parent's Forum but this may be considered as a means to secure parental involvement.

The Service provider will ensure that there are appropriate policies and procedures in place including but not limited to

- Safeguarding Policy
- Health and Safety Policy
- Fire Safety
- Photographs, Cameras and the Use of Images
- Confidentiality Policy
- Visits and Outings
- Complaints
- Lone worker policy

- Home visiting policy

The Advisory Board or a representative sub-section of the Advisory Board will meet quarterly to review services planning and scheduling for the quarter ahead and review performance in the previous quarter with a view to ensuring continuous improvement, and making services more accessible

5. Self-Evaluation and Monitoring

The Service provider will complete a Self Evaluation Form (SEF) and be engaged in a process of performance management and improvement through quarterly monitoring meetings.

A good self-evaluation should convey a clear picture of how well the Child and Family Centre is doing against a range of outcomes; provide evidence to support this and show what is being done to build on successes and remedy weaknesses.

The service provider will produce a delivery plan which will include defined and measurable targets, outlining key priorities for the year. The service provider will analyse data and trends to adjust services as necessary to ensure that all groups in the community that require support are reached and that user needs are met. The delivery plan must be approved by the Local Authority on an annual basis.

The Service provider will be required to use the Children's Centre's ICT system (Capita One), which will be provided by the Local Authority, in order to monitor and plan service delivery. The service provider must adhere to a set of defined policies and processes that govern how they make use of this system in their day to day business.

The Service provider will comply with the requirements of Ofsted as applicable. The service provider will comply with any action plan developed as a result of an Ofsted inspection. Any action plan must be approved by the Cambridgeshire City Council.

Monitoring reports will be required on a quarterly basis. The key performance information is detailed in a separate document and shall include but not be limited to:

- Overall number of children and parents accessing services
- Number of vulnerable children and parents accessing services.
- Details of services delivered
- Service impacts – which must be reported on the basis of data, case studies and detailed evaluation of services

The Local Authority will provide monthly and annual statistics to support evaluation and performance monitoring.

6. Safeguarding

The Service provider will complete the Safeguarding Toolkit and annually review through an audit process. The Service Provider will ensure the Local Safeguarding Children Board (LSCB) guidance and procedures are followed. There must be in place a named person responsible for leading on Safeguarding (designated/named person).

All staff and volunteers will need an appropriate DBS check. All necessary safeguarding checks must be in place prior to any work being commenced. The same applies when commissioning an external organisation to deliver a service, even if no money is being exchanged. The service provider is responsible for ensuring that any staff from any organisation (internal or external) delivering Child and Family Centre services must have been through all the appropriate safeguarding checks prior to delivering the services

The Service provider will maintain a single central register on vetting and barring in line with *Safeguarding Children and Safer Recruitment in Education guidance* (see paras 4.49-4.51).

7. Leadership

The Service provider will demonstrate strong leadership for the Child and Family Centre offer, ensuring a shared vision amongst staff and partners for the delivery of the services. This will include meeting the required service specification as well as ensuring that the national standards for leading a children's centre are met.

The Service provider must ensure appropriate, regular and documented supervision and day to day management arrangements are in place for staff employed by the provider. All staff should be supervised by suitable qualified staff.

All staff engaged in the provision of services should be qualified to NVQ level 3, or working towards this level of qualification. All volunteers should be trained and supervised by appropriately qualified and experienced staff

8. Publicity and Marketing

The Service provider must advise Cambridgeshire County Council's Communication Officer of any press releases or media coverage about the Child and Family Centre.

The Service provider must not release any press releases relating to Cambridgeshire Child and Family Centres without prior approval from Cambridgeshire County Council

The Authorised Officer shall be notified of any MP or ministerial visit to the Centre or any other high profile visitors/events

Appendix E

Service	Delivery of Evidence Based Parenting Programme [EBPP]
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1. Overview

Context

The provision of evidence-based parenting programmes has been part of Cambridgeshire's early help provision for children and families for several years, and have formed one element of intervention provided by Locality and Children's Centre teams. Programmes were formalised into the 'Stepped Model' of delivery, becoming a less resource intensive intervention to offer families than 1-1 involvements, where parenting relationships were the main area of need. In addition, particular programmes, for example Incredible Babies have been used effectively to support particular cohorts of families with similar needs and similar relationships to 'help' (mothers with previous children's social care involvement).

As of 2017, Parenting Programmes sit within the 'Getting Help' quadrant of the THRIVE model (characterised by time-limited, evidence-based interventions), and represent a less-resource intensive method of supporting families with parenting relationships than 1-1 work. Parenting Programmes have the benefits of group provision including the potential to widen a family's informal support network, and can be less stigmatising for some service users.

Since late 2015, the parenting programmes have also formed part of the neurodevelopmental pathway for families who have a child with symptoms of Attention Deficit Hyperactivities Disorder (ADHD) and Autistic Spectrum Disorder (ASD). There has been a national drive to improve outcomes for children and young people with neurodevelopmental disorders, and the creation of this pathway has been a priority of the local clinical commissioning group. The role of evidence-based parenting programmes is to offer parents of children and young people with these symptoms early advice and support in managing behaviours.

This specification has been developed to cover the period September 2017-August 2018 to ensure that delivery of parenting programmes is maintained following the substantial changes to the delivery structure of the children and families service following the integration of Early Help services into District Teams.

Scope

The provision of the evidence-based parenting programmes listed below are 'in scope' for this specification. This includes NICE endorsed programmes for the support of

children with neurodevelopmental needs (ASD/ADHD), which are the programmes in bold type.

Triple P (Group Teen)

Triple P (Stepping Stones)

Incredible Years (Webster Stratton)

Incredible Babies (Webster Stratton)

Raising Children (Sharing Parenting)

Raising Teens (Sharing Parenting)

2. Service Outcomes

Outcomes

Parents are able to more effectively manage their children's behaviour and support learning and development.

Parents' emotional health and wellbeing is improved.

Parents of children/young people with neurodevelopment needs (ASD/ADHD) receive early support, prior to a clinical assessment.

Parents are given the opportunity to develop peer-to-peer support within their communities, expanding their informal helping networks

3. Performance Measures

To monitor geographical equity of provision, the following are required, broken down by District, and required on a termly basis for Commissioning monitoring reports.

Report deadlines = JCU dates to be advised

- Numbers (and type) of courses delivered
- Total number of parents commencing courses
- Total number of parents identified as accessing EBPP as part of the Neurodevelopmental pathway
- Total number of parents with a CSC involvement
- Completion numbers and rate (%)

Self-reported outcomes:

- Increased confidence as a parent/carer
- Increased understanding with dealing with children's behaviour
- Increased understanding of how to support children's learning and development
(all the above reported as a %, with target 80%)
- Average Improvement in parental wellbeing

Note: All the above data is calculable from returned facilitator and participant pre and post-course evaluations.

4. Service Description

Volume

The following programme of courses has been requested, based upon delivery volumes over the last 2 years. The intention is to provide at courses to help manage demand on both 1-1 District Early Help services, as well as provide a NICE endorsed course for those on the neurodevelopmental pathway, within the District every term.

For each of the following Districts: Cambridge City, Hunts, Fenland (including Wisbech)

At least one Stepping Stones Triple P or Incredible Years per term (3 per year)

At least one Group Teen Triple P course per year

At least one additional course per term (not including Group Teen) from any of Stepping Stones Triple P, Raising Children, Raising Teens, Incredible Years/Babies

At least two Parenting Workshops (EIFW/CC) per term (one per half term)

For each of the following Districts: South Cambs, East Cambs

At least one Stepping Stones Triple P or Incredible Years per term (3 per year)

At least one additional course per term (not including Group Teen) from any of Stepping Stones Triple P, Raising Children, Raising Teens, Incredible Years/Babies

At least two Parenting Workshops (EIFW/CC) per term (one per half term)

Quality standards

The standard Cambridgeshire parenting programme evaluation paperwork should be used for all participants on all courses.

At least one facilitator on each course will be trained to deliver the appropriate parenting programme.

Resources

All required venues, consumables (including course materials) will be provide by the appropriate District Team.

Promotion

Promotion of the parenting programmes is the responsibility of the District Team.