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Introduction

This Strategy sets out proposals to continue to build an integrated Early Help delivery model for children, young people and families in Hull. An effective Early Help delivery model is one which identifies individuals or families with problems, bringing together different services and agencies to collectively look at what support is needed and then work together to deliver the required support in an coordinated way, thus improving outcomes for families and reducing demand in the system on more costly, acute and specialist services.

This strategy has been developed with input from a wide range of partner agencies across Hull whose close collaboration and alignment is necessary to ensure an effective early help delivery model is embedded across the city.

Vision:

The Children, Young People and Families Board is committed to working together to make Hull an inspiring and enterprising city – safe and healthy to learn, play, work and live in. We want all children, young people and their families to be able to make healthy lifestyle choices, be safe from harm and have the confidence to be ambitious and achieve their aspirations.

In January 2014 the Children, Young People and Families Board ("the Board") published the "Hull Early Help and Intervention Framework", an integral part of the City Plan and supported by the strategies of the Health and Well Being Board, Clinical Commissioning Group, Community Safety Partnership, the Police and Crime Commissioner and the City Learning and Skills Strategy.

The Framework also underpins the Hull Safeguarding Children Board strategies. Through the Framework the partnership aims to help parents and carers to give children and young people the best start in life, offering help when needs and/or concerns are first identified in order to avoid the need for more acute, statutory or specialist services and to reduce demand in the system through a combined focus on effective early help.

The Framework clearly outlines that our approach to Early Help is one of collaboration and alignment of services and that it may be ‘early in life or at the earliest opportunity’, it is also:

- Part of the day job – everyone’s responsibility with a common approach across all partners and agencies
- Helpful – responsive to need, easy to access and right first time
- Non stigmatising – delivered as part of our existing services
- Preventative – stopping problems before they happen
- Targeted – for individuals, age groups or areas
- Tailored – building on relationships and strengthen the family support network
Early Help is not just about helping families to solve problems it is also about preventing them from occurring in the first place. It includes the work we do around early learning and development, parenting support, health and well being, community safety and training and skills development. Our aim is that through a proactive approach we identify issues early and support children, young people and families to develop their skills, resilience and self management to be able to help themselves.

The Hull Early Help and Intervention Framework is based on the following principles which are reflected in this Strategy:

• Jointly commission services designed to prevent issues before they happen or escalate – developing inter-disciplinary commissioning teams to provide a balanced portfolio of provision.

• Deliver joined up and integrated ways of working – effective systems and processes which encourage collaboration and collective decision making.

• Ensure that children, young people and families receive the right help in a way that works for them – tailored and provided in a way that is non stigmatising and delivered in a place that is open and caring.

• Make every contact count – through effective assessment processes and by empowering professional’s to address recognised need of children, young people and their families at the first opportunity.

• Share information – in a timely way, avoiding the need for continuous or repetitive assessment and ‘starting again’, understanding the whole family’s needs, regardless of which individual service or setting they come to.

• Continuously improve – learning as we go along by monitoring, reviewing and evaluating the way that we work, gaining a better understanding of what helps families most, eliminating wasteful systems and bureaucracy and focusing our resources on making a positive difference.

This strategy sets out a revised Early Help delivery model which continues to integrate the Priority Families Programme and delivers a system that is continuous with safeguarding. The delivery model involves joint commissioning and delivery between the Council’s Children, Young People and Family Services and Public Health; Hull Clinical Commissioning Group; The Police and the Voluntary and Community Sector (VCS) and delivers an extensive multi-agency approach with a greater shift towards early help interventions with close collaboration and alignment of work across different agencies built around the needs of the whole family.
Understanding Early Help in Hull

With a resident population of approximately 260,000 individuals, of which 62,000 are children and young people aged 0 – 19 years, Hull is a city with great potential. The Hull port is one of the biggest and fastest growing in the UK and the city has been awarded the City of Culture for 2017. There have also been real improvements in educational attainment and crime figures all contributing to a new era of optimism.

However, it still has some significant challenges. The Child Health Profile (March 2014) highlights issues around health and well-being of children, which is generally worse than the England average including the numbers of 4-5 and 10-11 year olds with worse than average levels of obesity. The rate of family homelessness is also worse than the England average with 32.6% of children under 16 living in poverty.

Although the rates of hospital admissions related to alcohol under 18 year olds is reducing, overall rates of admission for same period are higher than the England average as it is with young people admitted as a result of self harm.

In terms of families with multiple problems over 3410 families have been identified as meeting the national definition for a “troubled” family.

Operationally, on the ground we have a number of already effective services which are already steeped in or are moving towards an early help and intervention principles:

- Children’s Centres work closely with health to identify new mothers offering often critical support in the very early years of a child’s life.
- Schools play a pivotal role in supporting their students and their wider families through a range of ‘pastoral’ services both within the school and which extend out into communities.
- Youth Services provide opportunities for children and young people to access educational and recreational activities in order to improve their personal and social development (universal and targeted services).
- Health Services such as GPs, Health Visitors and Schools Nurses engage with and provide universal and targeted services for families facing a range of challenges.
- Voluntary Sector organisations provide wide ranging services for children, young people and families across the city, working hand in hand with statutory agencies, providing crucial support services for people across Hull. Some of which are commissioned by statutory bodies, others funded by other means.
- The Safer Schools Partnership works closely with schools to educate young people around the dangers of risky behaviour.

In addition to this we have also developed services which help the whole family to identify and take responsibility for their own issues with many staff across the partnership undertaking restorative practice training and a strong use of Family Group Conferencing, Challenge and Support and evidence-based parenting programmes.

However, there are some operational challenges:

- We do not have a consistent approach to assessing need and identifying a families progress.
- When, where and how to access support services prior to social care referrals has not always been clear.
- We tend to tackle the symptoms not the root causes and not all staff are comfortable challenging the behaviours which may impact on children’s lives.
Early Help and Thresholds of Need

In order to ensure an effective Early Help delivery model in Hull commitment across a wide range of local partners is required. It is important that there is a clear understanding of where early help fits into the ‘threshold of need’ and that it is used appropriately by all partners.

The threshold model illustrated draws on a conceptual model known as the ‘windscreen’ to illustrate the relationship between universal services, single agency intervention, Early Help assessment, Team Around the Family (TAF) and specialist services. It provides a continuum of needs of all children and their families in Hull.

The model set out in this strategy offers:

- A structure for consultation, coordination and cooperation to promote the welfare of children.
- A framework to identify when a child or young person may be at risk of poor outcomes.
- A process to assess risk to enable professionals, agencies and organizations to balance vulnerability with protective factors.
- A structure for delivering integrated support to children which safeguards and promotes their welfare.

What does this mean from an Early Help perspective?

No additional needs - Universal response: families with no additional needs. These families have their needs met by universal provision/services and are thriving.

Additional needs - Early Help response: children, young people and families may have some additional needs but are just coping. Additional needs can be responded to by a single agency where it is often possible to identify a lead worker from that agency. The families require a small amount focused help or support. This service response usually provided by universal services and can be described as Early Help.

Complex needs - Targeted Early Help response: families may have a number of additional needs and are struggling to cope. These families may benefit from a more coordinated response and experience shows that families benefit from having one person who can help them through the system, ensuring they get the right services at the right time and that agencies communicate and collaborate effectively with each other – our targeted Early Help response.

Where a child has been identified as having additional or complex needs the lead professional acts as the coordinator and they will form a partnership, not just with their
colleagues across services/agencies, but with the child and their family too. Interagency assessment and care planning for the children with complex needs may be led either by a lead professional in an early help service or by Children’s Social Care.

**Consent**

Practitioners must seek the explicit consent of the child, young person, parent or carer for receipt of early help support and it is entirely voluntary. Obtaining explicit consent is good practice and written consent is preferable as it reduces the scope for subsequent dispute. The approach to securing consent will be transparent and respect the individual child/young person and family.

### Early Help Delivery Model

The Early Help delivery model focuses on a programme of change to develop more coordinated, cost-effective, timely and tailored support for children, young people and families, which includes a standard early help response, a targeted early help response through to a response to concerns of significant harm. The rationale for the model is that a more joined up and evidence based approach to early help will reduce demand for specialist and acute services, resulting in improved outcomes and life chances for families through their needs being met earlier and reduced costs across the whole system.

The Early Help delivery model is integrated with the Hull ‘Priority Families’ programme which focuses on those families with the most complex needs. The key components of the Early Help delivery model will be covered in more detail throughout this document.

**Risk of significant harm – statutory / specialist response:** - families with complex needs who are not coping. These are the families who present with high levels of risk and their circumstances mean that they have reached the threshold for significant harm, are in receipt of statutory, enforcement and/or acute services rather than Early Help Services.
The Early Help delivery model is shaped around 3 Early Help locality hubs established in the east, west and north areas of the city. The hubs are based within 3 Children’s Centres: Lemon Tree (North); Priory (West); and Acorns (East). The 3 hubs provide a base for bringing together a range of practitioners supporting close collaboration and alignment of services to form an Early Help Team, working with partners across the locality to deliver an integrated approach to early help services, these include:

**Hull City Council**
- Early Help Assessment Worker
- Early Help Social Workers
- Parenting Practitioners
- Targeted Pregnancy Support Worker
- Early Help Coordinator
- Family Group Conferencing workers
- Family Champions
- ASB Interventions Officers
- Healthy Lifestyle Practitioners
- Children’s Centre Practitioners
- Youth Workers
- Customer Service Team
- DV Support workers
- Refresh Drug and Alcohol workers

**Partners and commissioned services**
- Young Carers Worker (Barnados)
- Drug and Alcohol Worker (Renew)
- Job Centre Plus Troubled Families Employment Advisers
- Health Visitors
- School Nurses
- NSPCC staff
- KIDS staff
- HomeStart
- Midwifery

The role of the Early Help hubs is to bring different services and agencies together to work collectively to address local need and to provide a more coordinated and collaborative response to supporting families across the city. Professionals across the locality areas will be effectively identifying individuals or families with problems, working out what help is needed and bringing together and aligning different services to support the individual or family in a coordinated way.
Early Help Action Meetings:

Early Help Action (EHA) Meetings are part of the City’s collaborative approach to delivering early help and intervention. The meetings provide help for practitioners and agencies working with children, young people, vulnerable adults and their families causing concern and where there is escalating risk of poor outcomes and complex needs, thus preventing longer term, more costly interventions.

- Build skills and confidence in universal and targeted services and enable practitioners and managers in these services to monitor and contain risk in cases below the level of children’s social care services.
- Will be places to bring cases that are ‘stuck’ and in need of a conversation with a broader group of practitioners.
- Discuss cases of ‘Children Causing Concern’, including those with whole family issues. The cases will be those that are or are likely to become complex and require intensive and coordinated responses. (if there are safeguarding concerns members will be expected to follow their agency procedures).
- Be solution focused and practitioners are expected to come to the meetings prepared and to contribute and pick up actions/ cases as required.
- Build the skills and capacity of practitioners and managers to encourage collaborative responses through conscious reflection on learning gained in meetings.
- Identify, discuss and provide solutions to issues in the community and interpret and act upon reports of local need in the area.
- Provide social care oversight and guidance to practitioners and managers in universal and targeted provision including Children’s Centre Services and Schools with the purpose of building the confidence and capacity of agencies around safe decision-making.
The Early Help Locality Networks are a wide partnership of agencies and services who already work together to provide effective early help for individuals and families. The networks meet quarterly and bring together the hub teams alongside other key partners such as schools; neighbourhood policing; health services; early years providers; voluntary and community organisations and council services including social care, housing and many more.

The network events offer a unique opportunity to share information and good practice; develop understanding and shape the future of early help services to support families across the locality.

The diagram on pages 11 and 12 illustrates the developing Early Help Localities Networks and these networks will continue to grow and develop over time. The diagram helps to illustrate how a wide range of services for children and families operating across the city collaborate and integrate their work at a locality level, facilitating joint working, reducing duplication and developing a more thorough understanding across professional networks of the services available to identify and support families at an earlier stage.

The Localities Delivery Networks help to facilitate a much stronger approach to collaboration and integration across universal and targeted services including schools, GPs and other health services, the police, voluntary and community sector agencies and the wide range of Council services such as Children's Centres, Youth Services, Neighbourhood Nuisance, Social Care, Housing and others.
Targeting Resources to Need

The case for change is driven by a number of issues including an analysis of need, the gaps and capacity in the current service delivery model, the requirement to deliver the Priority Families programme and a continuing high demand for acute services, e.g. safeguarding/social care/policing. Through collaborative focus on effective early help and intervention the aim is to reduce the demand on all systems.

Indicators of risk for Hull include those issues termed the ‘Toxic Trio’, which is used to describe the issues of domestic violence and abuse, mental ill health and substance misuse. These factors are common features in families where neglect or harm to children has occurred.

We have 54,800 children in the city:

- In a typical school of 1,000 children in Hull
- 330 of these children would be living in poverty
- 49% of 4 year olds will be below the expected level of good development
- 7 would be receiving child in need services due to their disability
- 110 would have English as an additional language
- 12 would be looked after
- 180 would have an identified special educational need
- 160 would be non White British
- 5 would be on a child protection plan
- 68 would be receiving services as a child in need

The figures are based on a typical make believe school of 1,000 Hull children/young people. The size of the highlight or the number of people highlighted should be proportional to the figure it represents.
Commissioning of Services for the Future

The partners across the Children, Young People and Families Board have a clear commitment to further develop a more integrated approach to the planning and commissioning of early help services across the public sector. The range of services that contribute to addressing needs and the associated risks at early help and targeted early help levels are currently commissioned from a wide variety of service providers. The complexity of different services and providers presents real challenges in terms of providing an integrated set of services to the local community and achieving the efficient use of scarce resources. The main commissioners of these services are the Council (CYPFS and PH); the NHS Hull Clinical Commissioning Group (CCG) and Schools.

This strategy will provide the focus for identifying further potential areas for integrated planning and commissioning, building on the current programmes where joint work has taken place across Children, Young People and Families Services, Public Health and the CCG in youth provision; CAMHS and the Emotional and Mental Health of CYP; obesity; sexual health; drugs and alcohol; school nursing and the Positive Lifestyles programme in partnership with the Police and Office of the Police and Crime Commissioner (PCC).

Looking to the future there are a number of opportunities to significantly influence an even stronger approach to joint commissioning, for example in October 2015 the Council takes responsibility for Health Visiting and the Family Nurse Partnership; the Health and Well Being Board have already committed to the development of a joint 0-19 plan for children and young people. As a result of closer collaborative working across Early Help, partners are already developing an approach to providing an “Integrated Review at 2-2.5 years – Integrating the Early Years Foundation Stage Progress Check and the Healthy Child Programme health and development review”. Health Visitors and School Nursing coordinators are an integral part of the early help locality provision, working alongside key services as part of the early help delivery model. The development of the 0 – 19 Public Health Integrated Nursing Programme offers the opportunity to further integrate public health outcomes across the Early Help delivery model.

The other key area for consideration is how we jointly plan and commission successful, evidence based programmes to scale such as parenting programmes and programmes to support emotional health and well being which are being highlighted as a priority through our local needs assessment.

Early Help and Childrens Social Care

The Early Help offer forms part of the wider continuum of need described earlier in this document and in more detail in the Reclaiming Frontline Practice in Hull – The Way We do Things Here, Section 1 and 2. It is about preventing the need for more acute interventions such as children coming into care.

Children Social Care received over 11,500 contacts and referrals from August 2013 – July 2014. Sources of Information sharing/contacts:

Of those referrals 61% (7027) were recorded as ‘information sharing’. The percentage of repeat referrals into Childrens Social Care reduced with 20.9 % of all referrals classed repeat referrals compared to 23.7% in 2012-13.

Evidence suggests that there are still a large proportion of children and families that are referred into children’s social care who do not meet the threshold of need but do require interventions to prevent future escalation of need. Therefore in order to strengthen the Early Help response the Council and its partners are exploring the development of an Early Help Safeguarding Hub. This Hub will bring together partners across social care, police, health, education and youth to respond to the identified needs of children and families in relation to Early Help and will have strong management oversight from children’s social care. Recent Ofsted guidance and local experience shows that strong and effective management oversight is needed in order to prevent children’s circumstances from deteriorating further and that a lack of oversight led to further referrals and demand on statutory and specialist services.
Where families are referred to Children's Social Care the stated intention is to ‘get it right first time’ offering an integrated ‘front door’ for all safeguarding concerns. This means listening to the family and the child, listening to the referrer, making an initial decision regarding the course of action needed to be undertaken and then feeding back on those thoughts before the final decision is made. In some cases this may be a decision not to take a safeguarding route but to refer for support through Early Help. The Access and Assessment Team provides the interface between children’s social care and early help.

The Access and Assessment Pods are made up from two services:

- Access Pod (advice and information).
- Assessment pods (Children’s Social Care assessment).

If practitioners are concerned that a child or young person may be vulnerable without additional help or support, the Access Pod can:

- Check to see if any other concerns have been raised about the child and whether an agency is already working with them.
- Offer advice and information about services and support available to the child and their family.
- Support practitioners to broker help and support for the child and to identify a lead practitioner.
- Offer advice and information on how practitioners can work together to support a child and their family through an Early Help support plan.
- Take relevant information from professionals, members of public, relatives and carers that would then trigger an assessment or further enquiries to be made to ensure the welfare of a child or young person.
- Link with the Early Help Locality Coordination Teams.
- Discuss with practitioners requests for support through the Early Help Action Meetings (EHAMs).

If practitioners are worried that a child or young person is at risk of, or is, being hurt or abused, or a child in need the Assessment Pod can:

- Take immediate protective action as necessary to any child protection concerns.
- Undertake assessments of need in complex cases where children and young people may require specialist help and support.
- Work with children and young people and their families in meeting any identified needs.

Practitioners may also want to hold a meeting with the family and professionals to decide what needs to happen to move the family forward. This will be part of an ‘assessment’ to help understand what will be the best outcome for the family and how to achieve it. In this context an ‘assessment’ will mean all the professionals and the family bringing together the existing information and sharing this in way that allows everyone to explore ‘what needs to be different’ for the family. This includes asking the child, young person and family and being guided by them.

The Early Help Social Worker is the professional who is dedicated to providing support to the Early Help Locality Coordination Teams. Their specific role is to work with a professional or a member of the public who contacts the Children’s Social Care Access pod and the child, young person and their family is assessed as not needing an allocated Social Worker, but who could benefit from support from other agencies/services with advice, support or guidance. They will help when the practitioner needs;

- to find out which other agencies are already involved with the family.
- advice and support with integrated working processes.
- help broker support from other agencies.

If there are specific concerns that safeguarding thresholds have been met and professionals feel that a referral to Children’s Social Care is necessary, the Early Help Social Worker will liaise with the Access team and a formal children’s social care assessment will be undertaken.

Families requiring early help may require a varying range of responses from simple advice to address one or more issues to more detailed assessment of needs to identify a more targeted response. Whilst there is recognition that each agency will have its own assessment tool or framework, which will help to identify needs of the whole family, Hull City Council, through the Priority Families work is adopting an evidenced based tool - the Family Star Plus.

Through the new Early Help Model the aim over time is to reduce the number of contacts and repeat referrals through the Access and Assessment pod by identifying and supporting families at an earlier stage and by providing an effective ‘step down’ support package for those families who are no longer requiring a social care response.
Following research into what is effective and what works, the Family Star is emerging as a tool that meets the needs of professionals in assessing the needs of families and is also a tool that families engage well with. The “Family Star Plus” is part of a unique suite of tools for supporting and measuring change when working with people. There are over 20 versions of the Outcomes Star which are adapted for use with different client groups and the Family Star Plus is the Outcomes Star which is the most appropriate for use with the multiple and complex issues identified across Early Help. The Outcomes Stars are operated on a licensed basis and enable robust data analysis to take place which support ongoing monitoring and evaluation of the Early Help delivery.

The Star is widely used already across the city by various public services and other agencies and from consultation so far there is an emerging view that one assessment that is common to all services might be useful in supporting agencies with assessing the needs of children, young people and families. In order to support the increased adoption of the Star the Early Help Hubs will look to offer training and support for services and organisations and with an increased coverage across the city the partnership will be able to gather more robust performance data which will not only help to track progress of families but to inform service priorities for the future. It is also a key necessary feature of how we will be able to track data and report back to Government on the Troubled Families Programme.

The tool measures the parent’s relationship with any difficulties they are experiencing in each area and where they are on the steps towards addressing these difficulties. The journey of change underpinning the Family Star Plus comprises of the five stages described in the diagram below:

One of the primary recommendations from Graham Allen MP in “Early Intervention: The Next Steps” is that a greater proportion of any new public or private sector expenditure be spent on proven early intervention programmes.

The report published a list of its ‘top 19’ programmes which have a strong evidence base and cost benefit analysis and can be scaled up to deliver across local areas and recognized that there are many excellent programmes not currently on this list.

It is important that we take these programmes into account but that we also look at what is working locally over and above the ‘top 19’ and be able to demonstrate a robust evaluation of impact and outcomes for children, young people and families.

Over the past 10-15 years in Hull there have been many different programmes developed and implemented with varying impact, some local and some nationally driven and funded. Through our work on Early Help we will identify those programmes which are a priority for further development and scaling up, such as:
**Priority Families**

The Priority Families Programme in Hull is an integral part of the overall approach to Early Help and the resources available to support families will be coordinated through the Early Help delivery model.

The expansion of the National Troubled Families Programme (known locally as Priority Families) has been announced. The programme will run from April 2015 until March 2020 and aims to engage support and ‘turn-around’ 400,000 families compared to 120,000 families in the first three years.

In Hull, the initial three year programme, which targeted 1080 families has ended. The new, expanded programme has a target of 3410 families to ‘turn around’ during the life of a five year programme. The expanded programme requires work with significantly more families in order to meet this target.

The table illustrates the targeted cohorts of families that will be worked with over the five year life of the programme. Hull is an early adopter of the expanded programme and these families are reflected in the table below.

<table>
<thead>
<tr>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
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<tr>
<td>Number of families worked with (attracting attachment fee) Early Adopter Cohort</td>
<td>580</td>
<td>660</td>
<td>680</td>
<td>680</td>
</tr>
<tr>
<td>Number of families worked with (attracting attachment fee) Early Adopter Cohort</td>
<td>150</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targeted Number of families to turn around</td>
<td>408</td>
<td>614</td>
<td>682</td>
<td>853</td>
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**Criteria**

The revised programme has a broader cluster of criteria and it is for Hull to define what a priority family is in Hull. The cluster is made up of the following 6 criteria that we are terming streams:

- Parents and Children involved in crime and anti-social behaviour.
- Children who have not been attending school regularly.
- Children who need help.
- Adults out of work or at risk of financial exclusion and young people at risk of worklessness.
- Families affected by domestic violence and abuse.
- Parents and children with a range of health problems.

Government are clearly stating that families should have (at least) two of the problems from the six criteria for inclusion. In Hull there are a significant number of families who have multiple problems and it is for Hull partners to determine where to focus the greatest effort in order to manage the work with families within the available resources.
Performance

The programme will be supported by the Troubled Families Outcome Plan that will focus on direction of travel for a number of key measures. The plan has been developed using the principles of outcome based accountability in terms of how much is being done, how well it is being done and what difference it is making. The Outcome Plan is a separate, living document which has been developed by partners across the city and can be accessed separately as an appendix to this Strategy.

The Outcome Plan and its measures will be citywide and will be applicable to all families, and they can be refined as the programme evolves over the 5 years, reflecting the service transformation and cost benefit reductions. It may be that more strenuous outcomes are required to further improve the quality of family life in the city. The agreement of significant and sustained progress requires multi-agency input and agreement of where the priorities lie. The Outcome Plan is a key component of this strategy and the primary measure of our success in delivery of this strategy.

Success for the programme will be demonstrated when:

- Families tell us that their issue(s) or family life has improved
- Fewer children require statutory services or are taken into Local Authority care
- Fewer Parents and children are involved in crime and anti-social behaviour
- Fewer repeat incidences/victims of domestic violence
- More people will achieve their full potential including children and young people with disabilities because:
  - More children will be ready for school
  - Fewer children will be absent or excluded from school
  - More people will be in education, training or employment, particularly those who are more disadvantaged
- People will experience improved health outcomes

Hull will be able to demonstrate success when these measures have been sustained for a period of not less than 6 months.

Perception measures will be measured through exit surveys in order to provide a helpful qualitative view to put alongside the more numerical measures. On an operational basis family’s progress will be monitored through the Family Star Plus tool.

The Priority Families has a comprehensive and necessary regime based around Family Progress Data. The broad principles will require the collection of a significant level of base data at the point of first contact with a priority family and this needs to be fully factored into the processes of frontline early help staff and has to be embedded as part of custom and practice, so that staff spend their time working with families and not collecting and returning data. All data collection will be undertaken via the Strategic Co-ordination staff and will be unobtrusive to frontline staff, if the requisite data is collected at source and updated throughout the course of working with families.

This data needs to be collected at the point of entry to the programme, at the point of claiming for payment by results and at the closure of involvement with families.

Some elements are lead worker assessments, whilst others require a clinical diagnosis to make a data return. The requirement is for over 60 data elements to be collected and returned at differing frequencies to support the payment by results claims or the broader programme benefits monitoring.

A single case management system is in development. This will reduce the burden of quarterly collection, but allow for a performance management regime to be developed that tells the story of families, their progress with support and the level of support given and by whom.

The data we collect is used for seven purposes:

- Identification of families for inclusion on the programme
- Determining success against our outcome plan for payment by results
- Collection and return of family progress data
- Collection and return of key data around cost benefits of the programme using the national cost savings calculator tool
- Making a return for the National Impact Study
- Supporting frontline staff and management in their work with families

This data needs to be collected at the point of entry to the programme, at the point of claiming for payment by results and at the closure of involvement with families.
Enablers for Early Help

There are a range of areas of work which require further development in order to enable a successful Early Help Delivery Model.

Workforce Development

We will develop an effective partnership workforce plan to support Early Help and Priority Families, linked closely to the Hull Safeguarding Children's Board multi agency training and development plan. This will be designed to strengthen family support capacity across the partnership, building a multi skilled workforce equipped to identify and support families with a range of issues.

The Early Help Workforce Development Plan will ensure that practitioners are able to make every contact with a family count, taking the opportunity not only to tackle the presenting issue but also explore other factors affecting the family's ability to lead safer and healthier lifestyles. Working with the whole family to affect a change in lifestyle/ behavior requires a 'whole system' approach in which practitioners sign post and provide information on a wide range of services that can improve the outcomes for the family. This requires expertise, confidence and knowledge and the ability to work with a range of organisations to coordinate our response for families.

The Early Help Workforce Development Plan will provide a core training standard to ensure a consistent approach, helping practitioners to take a whole family approach, to identify the key issues and to understand when and how to intervene successfully within the Safeguarding thresholds.

Our aim is to:

- Share information effectively and securely for the purpose of delivering improved outcomes for children, young people and their families.
- Achieve a consistent and good practice for sharing of personal information.
- Follow guidelines for the secure and confidential sharing of personal information in accordance with legal requirements.
- Inform families why personal information about them may need to be shared, and how this information will be shared and used.
- Improve the feedback processes to keep practitioners updated on actions and outcomes for children, young people and their families.

ICT and Modern Working Practices

We will make use of a range of ICT resources to support the work around early help, in particular making use of electronic assessments and databases to help us to analyse need, track/monitor progress and verify/validate successful outcomes.

Communications and Engagement

The Early Help communications objectives are to:

- Promote the early help offer to professional audiences and service users.
- Promote engagement opportunities (e.g. surgeries, locality meetings) for professional audiences.
- Increase the information and understanding which interventions work with different groups and the provision available to support families.

We will provide regular network events for Early Help Practitioners, encouraging involvement and feedback to inform changes to the processes and improve services on offer.

Information Sharing

We can only help children, young people and their families if we have a full picture of their needs, issues and existing support plans. This requires agencies to share the information they hold about individuals and families. An information sharing protocol around Early Help will be developed as per the "Information Sharing Charter".
Interdependencies and Relationships

The success of our approach to Early Help is dependent upon collaborative and integrated working and will only be achieved by making Early Help an integral ‘golden thread’, which is woven into all our the City’s strategic plans and comes with a clear commitment across the city’s partnerships.

Hull’s Health and Well Being Strategy gives a strong and clear priority and collective emphasis on Prevention and Early Intervention to reduce the need for ‘clinical treatment, social care services and other interventions’ and Humberside Police “One Team – Making a Difference” identifies the role of early intervention as a key purpose to their Communities Command:

“Provide early identification of, and intervention with, those likely to be offenders or victims”

The Hull 2020 Strategy, to which the partners across the Children, Young People and Families Board are committed, has a clear vision:

Our vision is a brighter future for our city, shaped by public services working together as a single system. This will mean local people can access the support they need - when and where they need it - to live healthier and more resilient lives as they work towards achieving newer and bigger aspirations.

The organisations that make up Hull 2020 are committed to transforming the way we all work. We understand that to succeed we also need to really inspire local communities and individuals and make sure we take them with us 100% on this journey.

Hull’s Community Safety Partnership and Police and Crime Commissioner are committed to the role that early intervention has in getting ‘upstream of crime’ and tackling ‘the pre-cursors of crime working with local communities, VCS organisations and businesses to identify community priorities and using restorative practices to encourage community resolutions.’

Hull Safeguarding Children Board (HSCB) has a statutory role to “support the local authority and partners to develop and publish the local assessment framework, including the ‘early help assessment’ framework” and to revise and republish ‘Thresholds of Need’ document, including details of the local ‘early help offer’ and services on offer.
The National Context

“The case for preventative and Early Help Services is clear, both in the sense of offering help to children and families before any problems are apparent and in providing help when low level problems emerge. From the perspective of a child or young person, it is clearly better if they receive help before they have any, or only minor, adverse experiences.”

The Munro Review of Child Protection, 2011

Over the last fifteen or so years, successive governments have continued to build emphasis on the importance of early help. Policy direction has set the way for strategic thinking and funding streams nationwide, The Early Intervention Grant (EIG), The Health Visiting: Call to Action Programme, The Social Mobility Strategy, Supporting Families in the Foundation Years and The Troubled Families Programme to name but a few.

The central importance of early help in enabling children and adults to reach their full potential has been a common theme in five key recently published documents.

- **Professor Sir Michael Marmot 2010**: Fair Society, Healthy Lives
- **The Rt Hon Frank Field MP 2010**: The Foundation Years: Preventing Poor Children Becoming Poor Adults
- **Graham Allen, MP 2011**: Early Intervention, the next steps
- **Dame Clare Tickell 2010**: Review of the Early Years Foundation Stage
- **Professor Eileen Munro 2011**: Review of Child Protection
- **Working Together to Safeguard Children**: Dept of Education
- **SEND Reforms**: Children and Families Act

All are united in their call for early intervention and all have independently reached the same conclusions on the importance of providing help early in order to improve outcomes for children and young people.

Governance

The Children, Young People and Families Board provides the focal point for decision-making about local children and families, shaped by local considerations and provides the strategic vision and leadership in order to improve life chances of children, young people and families living in Hull. The development of early help, intervention and prevention services forms part of their work programme.

The Board will monitor progress against the Early Help and Priority Families Strategy and will ensure that the commissioning and development of new services are reflective of this Strategy and the delivery model.

Hull Safeguarding Children’s Board has a statutory function under Regulation 5 and should – “Assess the effectiveness of the help being provided to children and families, including early help”.

Summary and Conclusion

The development of a robust early help offer service for children, young people and families in Hull will prevent problems escalating and becoming entrenched and more complex, leading to a reduction in the need for more costly, specialist and statutory services and preventing unnecessary trauma and emotional upheaval for families.

Hull has the opportunity to provide an early help offer which is more coordinated, one which avoids duplication and makes the most of the resources available in an efficient and effective way. It will help to ensure families are not ‘bounced around’ and that those who need a bit more help, get the help they deserve to help them to develop the skills, resilience and self management to be able to help themselves.

To deliver the early help offer requires a significant transformation of some current models of service delivery and this practice and culture change can take time and requires commitment into the medium and longer term.