



Cabinet Member for Children and Young People

Time and Date

12.00 pm on Thursday, 15th July, 2021

Place

Diamond Rooms 1 and 2 - Council House

Please note that in line with current COVID regulations, there will be limited public access to the meeting to ensure social distancing. If you wish to attend in person, please contact the Governance Services Officers indicated at the end of the agenda.

Public Business**1. Apologies****2. Declarations of Interests****3. Minutes** (Pages 3 - 6)

- (a) To agree the minutes of the meeting held on 21 January 2021
- (b) Matters Arising

4. Early Help Annual Report 2020/2021 (Pages 7 - 44)

Report of the Director of Children's Services

5. Outstanding Issues Report

There are no outstanding issues

6. Any Other Business

To consider any other items of business which the Cabinet Member decides to take as a matter of urgency because of the special circumstances involved.

Private Business

Nil

Julie Newman, Director of Law and Governance, Council House Coventry

Wednesday, 7 July 2021

Note: The person to contact about the agenda and documents for this meeting is Usha Patel, Governance Services Officer, usha.patel@coventry.gov.uk

Membership: Councillor: B Gittins (Deputy Cabinet Member) and P Seaman (Cabinet Member)

By invitation Councillors P Male (Shadow Cabinet Member)

Public Access

Please note that in line with current COVID regulations, there will be limited public access to the meeting to ensure social distancing.

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<https://www.coventry.gov.uk/publicAttendanceMeetings>

Usha Patel

Tel: 024 7697 2301

Email: Usha.patel@coventry.gov.uk

Coventry City Council
Minutes of the Meeting of Cabinet Member for Children and Young People held at
1.00 pm on Thursday, 21 January 2021

Present:

Members: Councillor P Seaman (Cabinet Member)
 Councillor J Lepoidevin (Shadow Cabinet Member)
 Councillor B Gittins (Deputy Cabinet Member)

Employees Present:

J Gregg, Director of Children's Services
U Patel, Law and Governance
M Rose, Law and Governance
P Smith, Looked After Children

Public Business

8. Declarations of Interests

There were no declarations of interest.

9. Minutes

The minutes of the meeting held on 23 September 2020 were agreed as a true record. There were no matters arising.

10. The House Project

The Cabinet Member considered a report of the Director of Children's Services which outlined proposals to operate a local House Project for children in care and care leavers and sets out the impact it could have on the outcomes for young people.

The City Council, as corporate parents, was always looking to better its offer to looked after children to improve their outcomes. Every year, young people aged between 16 and 18 in England leave local authority care and move to independence from 16 and living alone from 18, which as a care leaver was daunting. Unfortunately, without the support of close family and at such a young age, independence and living alone did not always work for many young people.

It was against this backdrop that the House Project framework was developed. The project takes a ground-breaking approach through its commitment to young people's ownership to enable young people leaving care to achieve successful independence. The process would focus on maximising young people's ownership of all aspects of the project, so they felt proud of what they had developed and have confidence in themselves and their futures.

The National House Project, which is a national charity, has developed the framework and provides the expertise and support to enable any group of young people and the adults working with them to apply to set up their own House

Project. The National House Project also provides support and guidance to local authorities through a paid membership arrangement to establish a local House Project.

A House Project works with approximately ten young people aged 16 and above who have successfully applied to be part of the project. Links are built with local housing providers which enables the House Project to have access to properties. Links are also developed with companies and training providers engaged locally in building and associated trades. Through these connections, young people learn to project manage and participate in any works necessary to make their allocated property a home.

When the young people have refurbished their property, they move into their home, initially on an introductory license, with a view to them having a long-term tenancy.

In general, the House Project works with young people who are shortly due to leave care and empowers them to achieve successful independence. A group of young people come together and offer each other peer support. They work together to make sure that they can all maintain a successful tenancy into adulthood. By agreeing to be involved with this nationally accredited third sector initiative, Coventry will be expanding the local offer for care leavers.

Consultation was undertaken with young people who are looked after in a variety of ways; via social media platforms, through established focus groups; individually and attendance at a national conference, which provided a valuable opportunity to hear the experiences of young people from outside of Coventry.

A few local authorities had already signed up with the scheme, including neighbouring Warwickshire.

For the project to be self funding or to create financial savings, the running costs of the project would need to be lower than the placement savings. Apart from the membership fee that would decrease over the first three years, most of the running costs were fixed. However, the placement savings were more sensitive to change and would depend on various factors which were explored in more detail in Appendix 1 of the report. The running costs and placement savings shown in the appendix outline a likely scenario.

RESOLVED that, the Cabinet Member for Children and Young People, having considered the report:

- 1. Approves that Coventry City Council, in partnership with the National House Project delivers a local House Project for young people in care and care leavers.**
- 2. Approves that Coventry City Council enters into a contract with The National House Project to adopt The House Project model.**
- 3. Delegates authority to the Director of Children's Services to undertake all necessary due diligence required and to enter into the associated legal agreements to give effect to the above recommendations.**

11. **Outstanding Issues Report**

There were no outstanding issues.

12. **Any Other Business**

There were no other items of public business.

(Meeting closed at 1.15 pm)

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Cabinet Member

16 July 2021

Name of Cabinet Member:

Cabinet Member for Children and Young People – Councillor P Seaman

Director Approving Submission of the report:

Director of Children's Services

Ward(s) affected:

All

Title: Early Help Annual Report 2020/2021

Is this a key decision?

No - although the proposals affect more than two electoral wards, the impact is not expected to be significant.

Executive Summary:

The Annual Early Help Report documents the Early Help activity in Children's Services for the year 2020/21.

Recommendations:

The Cabinet Member is requested to:

1) Consider and endorse the progress of Early Help work across Coventry City for the year 2020/21. This includes the partnering arrangements with the wider partnership.

List of Appendices included:

Appendix 1 Early Help Strategy Executive Summary

Appendix 2 Family Hub leaflet

Appendix 3 Children's and Parent feedback

Appendix 4 Partner feedback

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No, this report will not be considered by Scrutiny.

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

No

Report title: Early Help Annual Report 2020/21

1. Context (or background)

- 1.1 This report provides an overview of the Family Hub service in Coventry from 1st April 2020 to 31st March 2021. The report details how Coventry Children's Services have delivered the Early Help offer through the Family Hub Model. The report includes information on key achievements and milestones in the development of the Family Hub service, as well as challenges and next steps which will inform priorities for the forthcoming 12 months.

2. Options considered and recommended proposal

- 2.1 Cabinet member is invited to note the progress in this area of work for the year 2020/21.

3 Result of consultation undertaken - Shared Review and Plan findings

- 3.1 The Early Help Offer delivered to children, young people and their families is continually been refined and developed as a result of feedback from children and their families and partner agencies with whom we work. The annual plan provides an opportunity to consider those representations from individuals and informs the future development of services delivered as well as the Hub environment and accessibility.

4 Timetable

- 4.1 Delivering Early Help is a key part of our strategy in supporting vulnerable children and families through our Right Help, Right Time agenda. The work of the Early Help hubs in Coventry, including the work across the partnership work, will continue to be subject to quarterly oversight through the Coventry's Safeguarding Children's Partnership sub-group and annual oversight through an annual Early Help report.

5 Comments from the Director of Finance and the Director of Law and Governance

5.1 Financial implications

The 2020/21 Troubled Family Programme included grant funding of £1,139,600 that was paid by the Ministry of Housing, Communities and Local Government (MHCLG) to Coventry City Council. Of the funding, £423,200 was payment by results, with Coventry City Council realising the full amount having reached 100% of its target in the year.

The renamed Supporting Families programme is running again in 2021/22 with a total of £1,157,000 available to Coventry City Council. Of the available funding, £441,600 is payable by results. In the first quarter of 2021/22, Coventry City Council met its first quarter target in full. It is expected that results will continue to be met in full for the remainder of the year, however if this did not happen Coventry City Council would receive less funding.

Looking further forward to 2022 and beyond, MCHLG are working to redesign the programme. Consultations with Local Authorities are ongoing.

5.2 Legal implications

Under the Children Act 1989, local authorities are required to provide services for children in need for the purposes of safeguarding and promoting their welfare.

Local authorities, under section 10 of the Children Act 2004 have a responsibility to promote inter-agency co-operation to improve the welfare of all children.

6. Other implications

6.1 How will this contribute to the Council Plan (www.coventry.gov.uk/councilplan/)

The work of the Early Help Hubs is a key component of the Children's Services Strategic Plan and Journey to Excellence 2019 - 2022

6.2 How is risk being managed?

The Supporting Families Team (SFT) review the progress of appropriate claims against the target to ensure progress is maintained, and report to the Strategic Lead for Help and Protection on a monthly basis. Each area team has been given an individual target for success and access to a named member of the SFT to ensure that advice, guidance and support is given directly to that team in a timely way to maintain performance.

6.3 What is the impact on the organisation?

The grants that are available to the Early Help Service support the ongoing delivery of the Children and Young People's Strategic plan and improve outcomes at the earliest opportunity for children and their families. The earlier that Early Help become involved in the life cycle of the problem, the less the impact that problem can have on the whole family.

6.4 Equalities / EIA

Within Early Help, the majority of the children, young people and their families will have experienced trauma, disadvantage and discrimination throughout periods of their lives. Our practice framework takes a strengths-based approach that is anti-discriminatory in its application, celebrating and respecting diversity and challenging institutional and individual forms of oppressive practice. As a service Early Help will ensure that their assessments and interventions are bespoke to the individual needs of a child and their families, that their services are inclusive and communication pathways are responsive of different languages, abilities and needs.

6.5 Implications for (or impact on) climate change and the environment

None

6.6 Implications for partner organisations?

Coventry Early Help's ambition and vision is to engage partner agencies in delivering a greater proportion of the early help service, by building capacity and confidence with partners and addressing any areas of development need.

Report author(s):

Name and job title:

Lisa Harris, Strategic Lead, Help & Protection, Children's Services

Service:

Children's Services

Tel and email contact:

Lisa.harris@coventry.gov.uk

Tel: 024 76785570

Enquiries should be directed to the above person.

Contributor/approver name	Title	Service	Date doc sent out	Date response received or approved
Contributors:				
Usha Patel	Governance Services Officer	Law and Governance	05/07/2021	05/07/2021
Names of approvers for submission: (officers and members)				
Tina Pinks	Finance Manager	Finance	01/07/2021	01/07/2021
Julie Newman	Director of Law and Governance	Legal	02/07/2021	02/07/2021
John Gregg	Director of Children's Services	-		25/05/2021
Councillor P Seaman	Cabinet Member Children and Young People			25/05/2021

This report is published on the council's website: www.coventry.gov.uk/meetings

Early Help Family Hub Annual Report 2020 - 2021

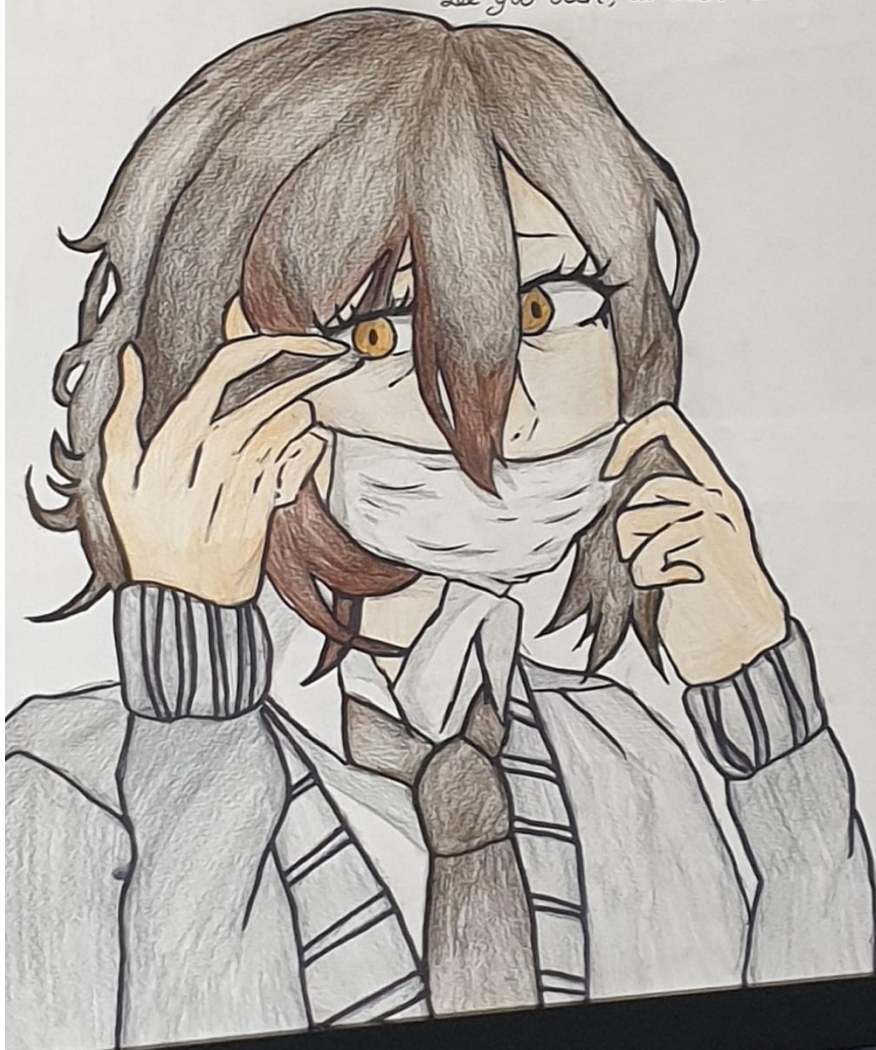


A year at home, A year inside
Online classes where do easy to hide

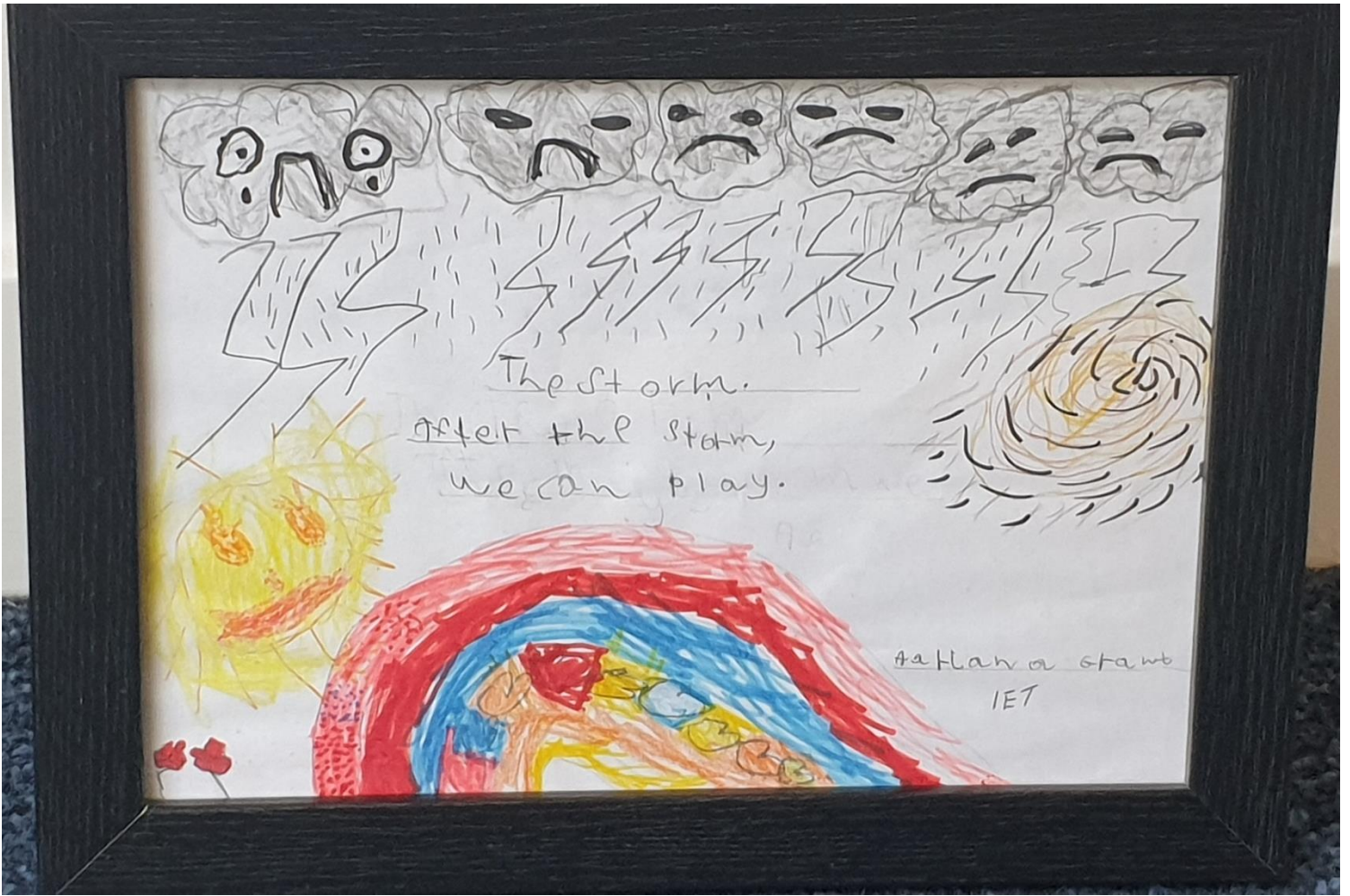
Tik Tok, Snapchat, Insta and repeat
Scrolling and Posting, boredom it will beat

Lockdown 1, Lockdown 2 and now Lockdown 3
One thing this year has taught me
Is I am grateful for friends and family

Resilience and Strength, Laughter and a Smile
Its been a journey
See you soon, its been a while



Reflections from our children: Mia Aged 12



Reflections from our children: Aariana Aged 6

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1. Introduction and Background

1.1 This report provides an overview of the Family Hub service in Coventry from 1st April 2020 to 31st March 2021. The report details how Coventry Children’s Services have delivered the Early Help offer through the Family Hub Model. The report includes information on key achievements and milestones in the development of the Family Hub service, as well as challenges and next steps which will inform priorities for the forthcoming 12 months.

1.2 This report provides information in relation to how the Family Hubs responded to the COVID 19 Pandemic, how services were delivered and what help and support children, young people and their families were offered.

1.3 This report describes the Family Hub Core offer and includes data on the number of families who have been supported within the reporting timeframe.

1.4 Work to develop and implement the Early Help Strategy (2020 – 2022) for Coventry continues to be a priority and remains the focus of the Early Help Strategic Partnership. The Strategy outlines the vision of the Early Help Partnership and includes a Transformation Plan. A copy of the Executive Summary of the Early Help Strategy can be found in **Appendix 1**

1.5 The report outlines the progress made in the Troubled Families programme in the reporting year and associated work to develop practice as well as identifying next steps and priorities for 2021/2022 in order to sustain progress made.

2. Family Hubs in Coventry

2.1 Children Services' Family Hub Teams are based in Family Hubs, they deliver an Early Help offer to local children caged 0 – 19 years and up to age 24 where a young person has a disability) and their families. The buildings also provide a location for partners to deliver integrated services. In addition to utilising community venues and providing outreach work, a variety of services provide information and support to children and their families from within the Hub. Professionals from a number of different agencies work together to provide a holistic family support offer to meet the needs of children and families in the local area.

There are eight Family Hubs located across the city which support children, young people and their families near to where they live - **Appendix 2**

2.2 Family Hub Teams- Family Hub Teams include practitioners and leaders from a range of professional backgrounds, that include Family Support, Social Work, Youth Work, Early Years, Parenting and Community Development. There are a range of posts which meet the needs of children and families by means of providing their specialisms and expertise. They work in a whole family approach aiming to achieve sustainable changes and improve outcomes for the children. The Family Hub staffing structure chart can be found in **Appendix 3**.

2.3 Family Hub Core Offer- The Family Hub Core offer has been established and commitment to develop and deliver against the Core Offer continues to be a priority.

The integrated core offer model can be seen below:

<p>A place where you can come to get free help, for you or someone in your family today</p>	<p>A place that welcomes you and is committed to helping you to lead your best life</p>
<ul style="list-style-type: none"> • Here to help: advice and guidance and a personal response • Access to free use of a phone, IT and information to help your family thrive • Practical provision when in need (baby equipment, school uniform etc) • Food bank vouchers and food 	<ul style="list-style-type: none"> • Staff are friendly and welcoming and are connected to a range of services, teams, agencies • Family support including those who have a key worker helping them through an early help plan • Family activities – in term time and in holidays
<p>A place which builds supportive connections and networks to help you build family life</p>	<p>A place to access practical and emotional support with a wide range of life situations delivered against the 10 Early Help outcomes</p>
<ul style="list-style-type: none"> • Advice on health issues and lifestyle (physical, sexual health, mental health, dental) • Can access your local health professionals – school nurses, HV, etc • Provides opportunities to access a range of services and sources of help from one place and one integrated service • Volunteer opportunities • Parent leadership • Friends of Groups 	<ul style="list-style-type: none"> • Access to specialist legal advice • Home safety checks for families with children under 5 for those on an Early Help Plan • School readiness and attendance • Parenting advice and support • Getting people into training and employment • Help with money and managing your finance • Housing • Transitions in life such as having a new baby, going to nursery and new schools, becoming a young person, preparing for adult life • Respond to current issues impacting children and young people (i.e. knife crime) • Support regarding Domestic Violence/abuse

3. Family Hub Data

3.1 Over the reporting period the Children’s Services Early Help dashboard has been further developed to include several reports providing the workforce with a range of information to support practice improvement. The dashboard reports are actively being used by the leadership team to better understand local practice and enhance practice improvement. Weekly reports continue to be disseminated. Reports show that there has been an improvement in the application of the Practice Standards related to timely assessments and children seen.

3.2 The Data relating to ‘here to help’ monthly figures show month by month trends which evidences that increasingly more people are receiving earlier help via the Family Hubs, the reports demonstrate methods by which people are asking for help and what course of action was required following the initial contact. A Power Bi dashboard has recently been developed to evidence and demonstrate the activity performance of Family Hubs, including partners that deliver services from the buildings. This will enable the Family Hub Team Early Help Advisory Groups to understand the need within a locality, identify priorities and shape service planning and delivery.

3.3 Access- The following data demonstrates the total number of children and their families who have accessed Family Hub activities and services during the period of **1st April 2020 - 31st March 2021**

Hub reach area	No of children living in the reach area 0- 16 years	No of children 0- 4+ years	Pupil Count YR1 to YR11 (5-16)	Accessed Hub Activities Total Attendance Count Adults and Children
Aspire (Lower stoke)	8362	2705	5657	2943
Wood side (Willenhall)	4339	1263	3076	3805
Pathways (Radford)	15626	4580	11046	2837
Mosaic (Tile Hill)	12817	4074	8743	4153
Park Edge (Bell Green)	9265	2841	6424	2532
The Moat (Wood End)	9391	2639	6752	2610
Harmony (Hillfields)	6094	1928	4166	1280
Families for All (Foleshill)	5889	1791	4098	2752

3.4 Requests for Help- Here to Help request into Family Hubs came from a variety of different services including Police, Education, CAMHS and Local Authority departments. In addition, requests for also received by parents and careers who self-referred. The method in which the requests were received included face to face, emails and telephone contact. The requests received were responded to according to the presenting need.

Family Hub	Number of children, young people and families who requested help
Aspire	572
Families for All	524
Harmony	395
Mosaic	1074
Park Edge	386
Pathways	675
The Moat	410
Woodside	1152
Total	5188

3.5 Early Help Episodes- During the reporting period 1823 new episodes were started by Family Hubs. The breakdown across the Hubs can be seen below:

Family Hub	Count
Aspire	235
Families for All	160
Harmony	174
Mosaic	287
Park Edge	218
Pathways	267
Families for All	237
The Moat	245
Woodside	235
Total	1823

The gender of breakdown of children supported can be seen below:

Gender	Female	Male	Indeterminate	Not Recorded	Unborn
Count	866	935	2	13	7

The ethnic breakdown of those children with an opened episodes can be seen below:

Ethnicity	Count
African	139
Any other Asian background	48
Any other Black background	29
Any other ethnic group	50
Any other mixed background	58
Any other White background	67
Bangladeshi	9
Caribbean	15
Chinese	9
Gypsy/Roma	33
Indian	32
Not Recorded	100
Pakistani	65
Refused	1
Traveller of Irish Heritage	1
White and Asian	25
White and Black African	14
White and Black Caribbean	87
White British	1040
White Irish	1

Age Breakdown:

Age bracket	Count
Under 1	40
0-3 years	271
3-6 years	294
6-9 years	279
9-12 years	317
12-15 years	334
15-18 years	265
18+	23

3.6 Reason for Early Help Intervention- The initial presenting reason for episode opening can be seen in the table below.

Reason for Episode Starting	Count
Domestic Abuse	322
Mental Ill-Health	287
Child Having Learning Problems or Developmental Delay/Difficulties	241
Children Not Attending School/Education Regularly	136
Housing or Rent	119
Homelessness	91
Child Exploitation	83
Children With Health Problems	83
Parental Conflict	82
Anxiety/Low Mood	73
Alcohol and/or Substance Misuse	69
Money or Debt Worries	35
Parents With Health Problems	33
Parents or Young People Involved in Crime or Anti-Social Behaviour	31
Missing Child/Young Person	26
Pregnancy/New Baby	26
Social Isolation or Loneliness	23
Gang or Radicalisation	14
Young Carer	13
Young People at (or High Risk of) Not in Education, Training or Unemployment	12
Caring for Someone Else	10
Adults Out of Work or Risk of Financial Exclusion	8
Other:	4
Physical Ill-Health	2

3.7 Early Help Assessments - The data below shows the number of Early Help Assessments completed during the reporting period per Family Hub. 1220 Early Help Assessments were finalised during the period of April 1st 2020 and March 31st 2021.

Family Hub Breakdown Assessments Completed	Count
Aspire	127
Families for All	114
Harmony	123
Mosaic	143
Park Edge	138
Pathways	196

Woodside	196
The Moat	183
Total	1220

Below is the gender breakdown associated with assessments completed:

Gender	Female	Male	Indeterminate	Not Known
Count	606	607	1	6

The ethnic breakdown of those children with a completed assessment can be seen below:

Ethnicity	Count
African	91
Any other Asian background	32
Any other Black background	9
Any other ethnic group	38
Any other mixed background	32
Any other White background	38
Bangladeshi	7
Caribbean	3
Chinese	4
Gypsy/Roma	19
Indian	22
Not Recorded	62
Pakistani	38
Traveller of Irish Heritage	2
White and Asian	14
White and Black African	9
White and Black Caribbean	70
White British	730
White and Black Caribbean	70
White British	730

Age Breakdown:

Age bracket	Count
Under 1	20
0-3 years	181
3-6 years	205
6-9 years	204
9-12 years	217
12-15 years	222
15-18 years	156
18+	15

4. Key Milestones

4.1 Key Milestones 2020-2021

In what follows provides an update against priorities that were identified in Annual report 2019 – 2020 and additional key milestones achieved during the reporting term 1st April 2020 – 31st March 2021

Updates of priorities and next steps identified in the Annual Report for 2020/2021

4.1 Performance Management- *to address ongoing improvement in case recording and reporting in order that it better reflects the Early Help being delivered to children and their families through the Family Hub, several activities will be introduced. These activities will include regular dip sampling against identified themes, work to improve the effectiveness of the Early Help Dashboard and the introduction of an Early Help Performance Surgeries. In addition, there will be several workforce development activities for Family Hub staff and partners in relation to the use of EHM system and Early Help Assessments, Practice Guidance workshops, Practice Standards and Recording Guidance.*

Update - This priority was met. Systems are in place to regularly monitor and review practice and performance across the Family Hub service. A range of Practice Improvement activities now take place that enable Leaders and Managers to effectively monitor the performance of their teams. Weekly data reports are provided that focus on timeliness and completion of 3 key areas 1) children seen 2) completed Assessments 3) Initial Review meetings. This has enabled Leaders to have a robust overview of the work that their teams are involved in. The data was shared with individual team members and highlighted any areas of practice improvement that needed to be addressed and appropriate support, advice and guidance is provided. Data shows a significant improvement in this area.

Monthly dip sample activities have been undertaken, the focus is on a range of themes such as quality of Assessments, timeliness of Plans, quality of completion of Supporting Families Outcome Plans and quality of Management Oversight. Following the dip sampling it highlighted what is working well, what are the areas for development and next steps and has enabled clear plans to be developed in further improving practice. Reports from monthly activities were taken to Early Help Performance Board for further discussion and

actions are agreed to improve practise Family Hub Leadership Team. This has seen changes to processes and systems as a result of findings.

Monthly Performance Boards are held and chaired by the Strategic Lead for Help & Protection and attended by Family Hub Leadership Team, Early Help Managers and Operational Leads. This demonstrates that all leaders have a shared responsibility to ensure that children and families receive a high-quality service.

4.2 Family Hub Youth Work Offer- *The Family Hub Youth Work Offer will be developed and delivered alongside Coventry Youth Partnership and organisations working with young people in order to address the Childhood Exploitation agenda and improve outcomes for young people. This will include providing places of safety for young people.*

Update – This priority was met- The Family Hub Youth work offer included the following elements: personal safety and awareness sessions were delivered to year 9/10 school pupils. Children who attended stated that they had an increased knowledge in how to keep themselves safe and who to go to if they required help.

At the end of the intervention children were asked to evaluate their experience and learning following the sessions. The evaluation highlighted that the young people who participated felt that the intervention would also be of benefit to younger children. It was then rolled out to year 6 children in primary schools.

In order to maximise the expertise of the Youth Workers, bespoke youth work interventions were included in case work deliver by Family Hub Workers. This allowed for specific direct work to be delivered to young people including children at low or medium risk of exploitation.

There is a structured return home interview process which has involved the Youth Workers contacting children who are defined as 'missing'. This is a statutory requirement, the purpose of the interview is to identify what needs, happen and determined safety planning for individual children who are at risk. Over 800 RHI (Return Home Interviews) carried out during this reporting period.

A Family Hub Youth Worker has become the link person to Coventry Youth Partnership this has led to clearer referral routes for young people into universal youth work provision.

4.3 Signs of Safety- *In order to further develop practice regarding Signs of Safety each Family Hub Area will devise a Signs of Safety Action Plan for the next year to identify areas of improvement which have measures to evidence positive impact on children and families and on practice development.*

Update – This priority is ongoing. The Signs of Safety principles and methodology have been embedded in practice. This work has been identified within audit processes as ‘good’ and has evidenced that it has impacted the development of the Family Hubs Teams’ practise. Work is required on actioning the workforce plan to further engage Early Help partners.

4.4 Early Help Assessment- *To increase the number of partner agencies undertaking Early Help Assessments and recording their interventions on EHM. The workforce development action plan will develop the EHM user community by delivering more training to more partner agencies, with a strong focus on Coventry’s Health Care Teams, including School Nursing, Health visitors and teams with the mental health sector. To further support the early help, network instructional videos and guides documents will be developed and made available to partners.*

Update – This priority was met. Early Help Assessment completed by Early Help partners, primarily schools increased by 138%. This will support the management of capacity and demand in the Family Hub Teams and further support the development of an integrated Early Help offer.

A suite of training materials has been developed including videos that can be accessed independently. These can be viewed in bite size chunks so that they can be accessed to address specific learning needs. This has resulted in the training materials being available to practitioners who previously who have been required to attend face to face training to develop their knowledge of EHM. This is now included in all new members of the Family Hub team’s induction.

4.5 User Feedback- *To further develop our feedback cycle to ensure that feedback from children, young people and families is gathered and used to influence service improvement and delivery. We will introduce family feedback as part of targeted support case closure. We*

will also provide children and young people with several opportunities to feed their voices into the service.

Update – This priority was met. Family Hubs Team Leaders receive a monthly report providing the feedback from children, young people and their families. The reports demonstrated a good level of satisfaction and suggested changes. There is some evidence of emerging good practise of Family Team Leaders using the feedback to influence practice and make changes when required.

Mind of Your Own app is regularly used as part of the child’s journey to capture and record children’s voices. The Family Hub Workers have been identified as ‘super users’ and were commended for embedding this in their practise. This enabled Family Hub Workers to respond to children’s wishes and feedback and address any wellbeing and safeguarding concerns that were raised.

Further achievements during reporting year 1st April 2020 - 31st March 2021

4.6 Troubled Families- During 2020/21 the Troubled Families Programme achieved 100% of the Ministry of Housing Communities and Local Government (MHCLG) set target for Payment by Results (PbR) resulting in the maximum funding being released to the Local Authority.

A comprehensive analysis of cases that have progressed to claim in the reporting year is in progress as part of Troubled Families Programme report 2020/2021. This will identify strengths and areas for practice development that need to be addressed in order to sustain progress and improvements of claim rates to date and transform practice. The target set for 2021/22 is 552 claims.

There has been a national change to the title of the Troubled Families Programme. It will be known as **Supporting Families** from March 2021; the programme will continue to demonstrate the strengths-based approach.

Over the next 12 months the Local Authorities will be working with the Ministry of Housing Communities and Local Government (MHCLG) to redesign the programme in preparation for 2022 and beyond.

4.7 Family Hubs' Response to COVID – 19 Pandemic

In the reporting year 1st April 2020 – 31st March 2021, Family Hub services continued to engage with families either by use of virtual methods or face to face. Methods of engaging with children and families were aligned to the individual needs of children, young people and their families. The data above shows that 1765 Early help episodes were open in the reporting year which was in line with previous years data of 1760.

In terms of Early Help Assessments there were 993 completed for reporting year compared to 663 for reporting year 2019 / 20. This demonstrates more children and families accessed help and support from a family hub in this reporting year despite the COVID – 19 Pandemic and 4 Family Hubs being closed for a period of time.

Robust risk assessments for Family Hubs were initiated and reviewed throughout the pandemic and were used to determine ways in which services were delivered to families to ensure the safety for all. This included access to full Personal Protective Equipment for staff, Increased cleaning regime ensuring that all Family Hubs were COVID- 19 compliant in terms of occupancy and use of space.

Due to COVID – 19 restrictions the ways in Family Hubs delivered services were adapted throughout the reporting year in line with Government guidance.

Family Hub teams were creative and offered a range of virtual activities that families engaged with and participated in. Families were provided with resources and activity packs, and sessions were delivered and promoted via social media platforms. The feedback from families was positive.

Family Hubs continued to operate a hybrid approach to service delivery whilst reduced staffing levels within buildings and remote working arrangements were put in place.

The Here to Help function continued to operate daily and provided swift responses to the children, young people and families in need of help. A freephone Early Help phone line was established with one accessible number into Family Hubs. This streamlined the processes to ensure that a rapid and consistent response was available throughout the city, whether the buildings were physically open or closed. The key emerging themes during this time were predominantly poverty and financial hardship, domestic abuse and family breakdown, and

support needed in managing children's behaviour. Across the Family Hubs there was an increase in children and adult presenting with mental health issues.

During the period between Christmas and new year, where there is a corporate closure of Council services, four of the Family Hubs remained open and the here to help phonenumber was operational in order to ensure accessibility for local communities.

The work of the Family Hub teams was acknowledged by Councillor Pat Seamen who recognised that the teams worked throughout the entire pandemic and managed to keep hubs open to provide much needed support for families in their local area.

4.8 Integration and the Early Help Partnership

Throughout the reporting period and during the COVID - 19 Pandemic Family Hubs have continued to work collaboratively with key partners to ensure that a collective approach to supporting children and families most in need of help remained a priority. Partners continued to utilise space within the family hub sites in order to maintain a community presence and best serve the needs our most vulnerable citizens. Use of space within Family Hubs was significantly restricted and site utilisation work was completed to identify service priorities these being identified as: Children's Services, Children's and Family Health, Development and Well Being, Housing and Financial exclusion. This led to the following partners delivering services from the Family Hub sites: Midwifery, Health Visiting, School Nursing service, and Children's service teams. Partnership work continued as multiagency task groups collaborated on action plans relating to the Early Help outcomes, the Early Help Transformation Plan associated with the Strategy.

Partnership Working agreements were completed by core partners that deliver services from the Family Hub buildings. The Early Help Partnership Co-ordinator were identified as single point of contacts to help strengthen partnerships.

During the reporting period the partnership between the Family Hubs and the expanding Coventry food network was formed. An emergency Food Hub was initially established at Mosaic Family Hub to further support the local community in Tile Hill. The Food Hub was facilitated by the voluntary and community sector which was supported by the Family Hub staff.

Many residents that accessed food from the Hubs presented with additional issues, the Family Hub teams were able to enhance this offer and offer the right help and the right time. The Family Hub staff were able to respond to their needs and offer the appropriate support.

The Family Hubs and Food Hubs worked in partnership to deliver the various large-scale food and activity programme alongside volunteers at the Regional Distribution Food Centre to children and families. This work saw new partnerships developed and further strengthened existing partnerships. This increased the presence and visibility of Family Hubs in local communities.

The outcomes for children remained the focus of partnerships and integrated working, evidence of impacts can be found in **Appendix 4**.

4.9 Family Feedback

A system to gather and collate feedback from families who had received early help intervention through Family Hubs was created. The process allowed for findings to be evaluated and learning to be established. Examples of ways in which support was delivered to families and the feedback received from young people and parents / carers and can be found in **Appendix 5**

4.10 Parenting Offer

Throughout the reporting period the delivery method for the Parenting Offer was adapted and revised due to the restrictions imposed thus resulting in the majority of parenting intervention delivered virtually. Collaborative work with Adult Education resulted in some face-to-face group work also being delivered as part of a targeted approach to parents who were unable to access a virtual programme.

4.11 Youth work offer - Community Resilience Order

A programme was developed aimed to deliver an early intervention model to reduce first time entrants into the criminal justice system who received a Community Resilience Order providing an informal response to the crime that was being reported to the Police. This saw a collaboration of Family Hub Youth Workers and Police Community Support Officers delivering short programme of intervention to young people identified as low risk of criminal exploitation.

These young people were at risk of becoming entrenched in offending behaviour which could impact on their well-being reduce their life chances. As part of the intervention young people were offered advice and support in relation to the reason for their criminal activity, improving self-esteem and supporting alternative diversionary activities.

4.12 Violence Reduction Programme - Harmony and The Moat Family Hubs

The pilot project in the Hillfields area of the City was funded by the Violence Reduction Programme, the programme was due to end in March 2020. Areas of the planned work had not progressed so further funding was sought and was secured in partnership with Police and Crime Commissioner's office. This enabled work to continue from September 2020. The programme follows a public health approach in preventing and reducing violence through the whole life course. Through co-produced, co-ordinated primary, secondary and tertiary preventative interventions a whole system approach was embedded. This focused on placed based approaches that mitigated the complex risk factors that make violence more likely and increases the protective factors. A local provider network was established focused on activity ensuring that every opportunity locally would minimise duplication of provision and maximise resources, to maximise the programme in achieving the desired outcomes for children.

Further funding was secured, and the programme was expanded to the Woodend area of the city strengthening links with the Moat Family Hub.

4.13 Expansion of Police Community Support Officer resource in Family Hubs

West Midlands Police continue to invest in the Early Help model and increased the level of resource available to Family Hubs by employing an additional 2 Police Community Support Officers (PCSO). The resource was allocated to Woodside and Aspire Family Hubs located in the South of the city and Pathways and Mosaic Family Hubs located in the West of the city resulting in full citywide coverage. The PCSOs supported the Family Hub Teams to undertake joint home visits, providing information to inform decisions and next steps for families and working directly with the Family Hubs on presenting issues of young people where there was a Policing purpose. An example of this work that was undertaken by the PCSO who supported a child who was absent from school due to COVID-19 and at risk of child exploitation as a result of this multi-agency working the child returned to school and risk of child exploitation was reduced.

5. Priorities and Next Steps – 2021/ 2022

The following section sets out key priorities and next steps for period 1st April 2021 – 31st March 2022

5.1 Reset and recovery of the Family Hub model

Re-establish the delivery of a full Family Hub core offer to include the delivery of group interventions, community partnership activities, outreach work within communities and fully utilise the space within a Family Hub building. In addition, Family Hubs will continue to deliver some virtual activities to maximise accessibility.

5.2 Signs of Safety

Further embed the Signs of Safety approach in practice and systems which will involve partners that deliver Early Help

5.3 Supporting Families Programme

To review and identify learning from the Supporting Families (formally Troubled Families) Programme (20/21) and to further embed principles of the programme in practice in order to achieve improved outcomes for children and provide evidence for Payment by Results claims.

5.4 GO CV Membership

Re-establish all eight Family Hubs as Go CV sign up centres. This will provide families who are on benefits the opportunity to access the GO CV scheme, including discounts and free entry to sport's, leisure and cultural attractions in the local community and within Coventry

5.5 Here to Help Pathways

Further develop the Here to Help offer to ensure that families receive help at the earliest point by establishing Pathway Practice guidance in response to key themes relating to the requests for help in the reporting year.

5.6 Police Resource

The Police Community Support Officers across the City will enhance the provision within the Family Hubs. A structured plan based on the demographic needs within each area will determine the content of the work required moving forward.

5.7 Use of Family Feedback to influence service development.

Existing processes are in place to capture family experiences as part of routine practice. Development of this process will be enhanced in order to evidence that the feedback is used to modify and influence service development.

5.8 Community Resilience Order – Youth work offer

The programme will be evaluated to identify short- and long-term impact and next steps determined.

6. Appendices

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Appendix 1

Early Help Strategy Executive Summary



Coventry Early Help Strategy 2020-2022

Supporting families through receiving the Right Help at the Right Time

Our shared vision:

Coventry: where children, young people and families matter

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

Our pledge

Collaboration:	We will strive to ensure children and young people get the right help at the right time, and empower families to make changes and build resilience, by working in partnership with families and across the early help partnership
Open:	We will actively listen and work in an open and honest way with children, young people and their families
Valued:	We will value all families; their views will be heard, and we will support their involvement and act on what they tell us
Exemplary:	We will ensure our services are of a high standard and deliver best outcomes for children and young people
Need:	Families will have access to a number of interventions to support and meet their needs, identified through a whole family assessment
Thrive:	We will work with all families to help them to thrive and do as well as they can, and not just reduce risk or survive
Respect:	We will ensure respectful practice, which will be relationship based and build on the strengths and resilience of families and communities
Yes:	We will work hard together to find solutions and to overcome challenges that we face

Our Early Help outcomes

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

Key Deliverables of the Early Help Partnership 2020-2022

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

Appendix 2

Family Hub Leaflet

Find a hub near you

Family Hubs in Coventry

COVENTRY FamilyHub PARTNERSHIP

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- 1. Pathways Family Hub**
Lawrence Saunders Road,
Coventry CV6 1HD
Tel: 024 7697 8100
www.facebook.com/pathwaysfamilyhub
- 2. Mosaic Family Hub**
Jardine Crescent,
Coventry CV4 9PL
Tel: 024 7697 8160
www.facebook.com/mosaicfamilyhub
- 3. Aspire Family Hub**
Humber Avenue,
Coventry CV1 2SF
Tel: 024 7697 8100
www.facebook.com/aspirefamilyhub
- 4. Wood Side Family Hub**
Middle Ride,
Coventry CV3 3GL
Tel: 024 7697 8090
www.facebook.com/woodsidefamilyhub
- 5. The Moat Family Hub**
Deedmore Road,
Coventry CV2 1EQ
Tel: 024 7697 8036
www.facebook.com/themoatfamilyhub
- 6. Park Edge Family Hub**
Roseberry Avenue,
Coventry CV2 1NE
Tel: 024 7697 7880
www.facebook.com/parkedgethub
- 7. Families for All Hub**
454 Foleshill Rd,
Coventry CV6 5LB
Tel: 024 7697 7991
www.facebook.com/familiesforallhub
- 8. Harmony Hub**
Clifton St,
Coventry CV1 5GR
Tel: 024 7697 8030
www.facebook.com/harmonyfamilyhub

Further information can be found at www.coventry.gov.uk/familyhubs

Coventry City Council

What is a Family Hub?

A Family Hub is a place where children, young people and their families can go when in need of help and support.

The Family Hub will work in partnership with others to enable you to access the advice and help that's needed. They will help you find and get help from different services in the area and will be able to give you information, advice and support.

Who can access a Family Hub?

There is a range of services available for you to access in the Hub and within the Local Community'. These services range from universal services such as Baby Health Clinic to individual support based on your child and family's needs.

Examples of services offered:

- Support for young people aged 11 to 19 (targeted youth support work)
- Family support which may be offered within the home
- Support to children with special educational needs and their families
- A range of child and family health activities including baby wellbeing clinic and C-Card distribution points
- Parenting support
- Support with managing finances and getting back into work or training

How do I get help from a Family Hub?

Getting help from a Family Hub is simple, you can walk-in during opening times which are widely publicised; you can telephone; or a professional person can refer you. Wherever you live in the City, you will be able to get help from one of our eight Family Hubs.

Most of the workers who provide support as part of a Family Hub will also work in other buildings across the city. To support our partnership working, this might be in a community centre, school or health clinic for example.

If you are unable to get to a Family Hub building, you will be able to get support in your own home or in the local community.

Some examples of the types of situations that the family hub service could offer help with:

I'm struggling with my seven year old son's behaviour, he seems to be having regular temper tantrums which I am worried about because he sometimes throws himself on the floor. I need help for me to help him.

The family hub will be able to support families and offer practical advice on positive parenting, looking at causes of a child's behaviour, encouraging desirable behaviour and developing strong family relationships.

The family hub will provide family support which may include practical help looking at routines, direct work with the child around his emotional wellbeing and parenting support for mum.

I have recently separated from my partner who used to drink too much and would become aggressive towards me. Since my partner has moved out my three year old son (who was toilet trained) has started to have accidents particularly at night time and I'm getting really stressed. What can the family hub do to help me?

I've noticed that my 16 year old daughter is maybe a little quieter than normal. When I asked her about it, she eventually told me she was feeling pressured by her friends to have sex for the first time with her boyfriend. What help could I get from a family hub?

The family hub could arrange for a youth worker to meet her and over a few sessions work through healthy relationships and talk to her about the C-Card scheme (safe sex support).

Feedback from a Parent

The support I received from the Family Hub made a big impact with how my child presented at home and school with certain aspects of her wellbeing. For instance, they helped her find different ways of handling situations to increase her confidence self-esteem. I also felt supported and not judged with the problems I was experiencing with my daughter, overall, I'm relieved I received the help from the Family Hub as I'm sure I wouldn't of made the progress without the help me and my daughter received. The work that was done within school with my daughter helped and is still helping a great deal. I am very grateful. Thanks.

Feedback from a Parent

The Family Hub did everything nicely for us. We would have been homeless again, but the Family Hub helped to find our family somewhere to live. That was good for the children as they have moved five times in one year. Fantastic. Good job.

Feedback from a Parent

I have been reflecting on our time since the Family Hub closed our case and you wouldn't believe the difference in my children and our situation. We still have our difficulties, but they are much more manageable. I really want to thank you for the support they gave the boys and me. They now see their dad for a day a week and I do not fear for their safety. I think the boys enjoy their time together much more now too. They are all much happier and I get the break need and time to catch up. My children was asking why we don't see you anymore and would like to visit you again when social distancing is a thing of the past. I am interested in joining your team as a career change when I am in the position to look for a job again as I feel I have a lot to offer to a team such as yours and feel passionate about the work you do.

Feedback from a Parent via the children's Social Worker

The Family Hub delivered a parenting assessment session with a service user who has a long and difficult history with Children's Services, including removal of their children in 2015. The mother of the children stated that she struggled to trust Children's Services However mother commented to that the Family Hub were brilliant and understanding during the session. Mother shared with me that this is a real credit to Family Hubs.

Feedback from a Parent

Just want to say a big thank you for everything the Family Hubs have done for us I really appreciate all the hard work (and stress) they have gone above and beyond for my family in every way possible and also one best people I've come across in long time. I've learned so much about myself I can finally sleep at night and look forward to our future it seems so much brighter. Honestly big thank you

Appendix 4

Partner feedback

Feedback from Education

The Family Hub have helped me to support the vulnerable children that attend school. The work that Social Care and the Family Hubs was explained in detail. We establish ways of improving the communication and relationship between school and the Family Hubs. Since the meeting we have exchanged messages and telephone calls, the Family Hub understand the dynamics and expectations from the school and have a good understanding of the needs to children and the support available. Their professionalism shines through.

Feedback from Housing

The Family Hub collected food parcels and distributed them to the residents who were aged between 17 and 24. The food parcels were greatly appreciated as most of the residents struggled to buy food during COVID. The Family Hub advised the residents on what they can cook with the fresh produce, a door stop cooking lesson as provided. Once again thank you.



Feedback from an Early Help Partner

During my visit I observed a mother come into the Family Hub with her children for support. I was genuinely moved when the mother emotionally referred to the staff as being her 'family', which is a testament to the relationships she's built with them. The immediate response that was provided in addressing her needs was excellent; welcoming her and her children into the Hub and supporting

them with current challenges they were facing. Clearly the re-opening of the Hub is of significant value to families in the local community.

Feedback from Police

I would like to express my sincere thanks and acknowledgement of the significant impact the Family Hub has been implementing in supporting a prevent case that is currently in the channel process. They have used their influence and excellent communication skills to interact with key partners in fully understanding the vulnerabilities to identify areas which require support in mitigating CT risk and prevent the individual from being drawn into radicalisation. They have greatly supported my case to reduce threat, harm and risk around prevent related concerns and has provided very detailed information obtained and presented in a timely manner which has been presented to all interested parties being fully appraised of the situation and formulating plans and tasks at channel panel. This individual is being supported to prevent him from being drawn into extremism and the Family Hub contribution has been key to ensure he is well supported appropriately in channel by partner agencies. They are a fantastic example of using all Partners to mitigate threat and supporting vulnerable individuals. I thank them for their support and professionalism in getting the best help to support someone in crisis. This deserves recognition.



Feedback from Social Care

I am so proud of the Family Hub Workers and their passion and knowledge of children and how to communicate with families. They are exceptional practitioners, and I can't praise them highly enough for their contributions to improving outcomes for children and families.

Feedback from Education

This year the school had a new Learning mentor that join the Safeguarding and Inclusion team. The Family Hub has helped immensely with her induction and training/support in Early Help. Their approachable style has meant that staff feel comfortable asking for help, as do I. The feedback on our Early Help Assessments has always been thorough and this helps us to identify areas we may have missed or area that will improving our practice. The advice/supervision style in our supervision sessions makes us feel safe as lead professionals on Early Help Plans- the content is very clear on what we are concerned about and it helps us to think about actions to reduce our concerns Even through the COVID times, I do not feel the support that they have offered us as a school has not been compromised. Thank you for your ongoing support.

Feedback from a Vicar

A massive thank you to the Family Hub. You are such a brilliant team - for your amazing hard work and enthusiasm throughout the 4 weeks of Summer Brunch Club serving our lovely church and community. Together, we provided 2700 meals, in total we gave out 1600 themed activity packs. 75% of the children were eligible for Free School Meals. Everyone enjoyed all the different types of entertainment. This has been an amazing opportunity made possible because of our good Lord Jesus, our wonderful volunteers, and the generous grants from Heart of England Foundation, The People's Lottery, Garfield Weston Foundation, Tesco Bags of Help, Severn Trent Emergency food grant and Asda Foundation. Partnership work at its best.

Feedback from a Consultant Psychotherapist

It was such a complex and difficult situation that the child found herself in and at times I did wonder what difference I could make to her life, but it was clear that the Family Hubs are doing their job. A prom date was set for the child, and she expressed that she wanted the Family Hub worker and I to go and see her dressed up.

Feedback from a Through Care Advisor

I would like to give some feedback on the presentation the Family Hub Team gave me on the Early Help world. I have never had a reason to use this before, but I have a Care Leaver who I support who has recently had a baby. Even before the Family Hub gave the presentation, they supported me in what was on offer for my Young Person to ensure both her and baby got the best support out there. They offered to meet my Young Person and pass on the expertise which was a great help as this ensured that she knew exactly what to do and where to go to get this help. From a professional point of view, I am now more aware of what is available for my Young People I support and how to refer

into the service. They also explained very well the geographical locations throughout Coventry, so I know where to visit to access support depending on where the Young Person lives in Coventry. They are very good at delivering presentations and did not make it too complicated or onerous so that we as workers knew exactly what the criteria was and how to refer to the Early Help service. I, have a much better understanding of what is out there but more importantly have their details and I know they will support me in the future if I needed any advice on Early Help no matter where they are working in the future.

Feedback from a Headteacher

We are all trying hard to accommodate incredibly strange circumstances that we find ourselves in and it is lovely to hear that at least some of what we are trying to do is having an impact. I would like to thank you to you and your colleagues in the Family Hub for their ongoing dedication and support for children at our school. I know that when this is all over you will have contributed to ensuring that many of our most vulnerable children are able to return to school better prepared than they may well have done otherwise.