



Early Intervention and Prevention Services Plan

2015 - 2018

The Early Intervention and Prevention Services Plan consists of a number of Operational Objectives, which are framed within two high level strategic outcomes that we seek to secure with the families with whom we work. The plan sets out the resources deployed and inputs made to achieve these outcomes together with output and outcome measures that we will use to determine whether our activity is having the required impact. The plan also sets out the Lead officers and Service Areas charged with delivering key objectives together with references to strategic links and associated plans. All service delivery is focused on achieving the service plan outcomes and objectives within overall context of the Early Intervention and Prevention Strategy. The plan will be reviewed and updated annually.

Tom Murphy
Head of Early Intervention and Prevention Services



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1. Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
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1.1 Families are able to overcome emergent difficulties with the support of lead professional through use of early help assessment and team around the family processes

Operational Objective

Lead Service	Key-working Service	Lead area	Family Key-Working Service
Lead manager	Deborah Bell	Lead officer	Belinda Hearn
Descriptors		Success Indicators	
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none"> Early Intervention Services Officer. Team Around the Family Co-ordinators x 2 E-Learning package 	<ul style="list-style-type: none"> Contribution to Key-Working Service Plan successfully made and positive partner and resident feedback received. Increase in partner agencies adoption of EHA, TAF and LP ways of working, independent of the LA being the lead. 	
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none"> Promotion of Lead Professional role. Advice and training re: use of the Early Help Assessment and Team Around the Family. Support in facilitating Team Around the Family processes. 	<ul style="list-style-type: none"> Evidenced increase adoption of Lead Professional role. Evaluation of briefings and training evidence required levels of understanding. Increase in successful application of Early Help Assessment and Team Around the Family processes as evidenced by audit activity. 	
Outputs <i>(Quantitative change arising from input)</i>	<ul style="list-style-type: none"> 100% of primary and secondary schools briefed on guidance. 100% increase in schools application of EHA and TAF. 100% increase in non-school universal service application of EHA and TAF Total annual increase EHA and TAFs within Hillingdon - 200%. 75% of all TAFs and EHAs and outcome plans deliver significant and sustained progress with families within agreed timescales. All Hillingdon's children's workforce is briefed on the EHA, LP and TAF processes available to support their clients. 	<ul style="list-style-type: none"> The number of families who are able to overcome emergent difficulties with the support of lead professionals through use of early help assessment and team around the family processes increases significantly 'Front door' social care contact is reduced overtime because the need for avoidable contact to be made diminishes as a consequence of increases use of EHA and TAF processes 	
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none"> 75% of families where EHA and TAF processes have been applied are enabled to resolve their issues and require no further intervention following conclusion of the outcome plan 80% of children families and partners who apply the process rate it as 'good' or better 	<ul style="list-style-type: none"> Partner ownership and application of early intervention principles and practice enhanced Social care contact is reduced because families subject to EHAs and TAF processes do not present for EIPS or Social care intervention 	
Strategic links	<ul style="list-style-type: none"> Early Intervention and Prevention Strategy CYPS Social Care Improvement Plan Health and Wellbeing Strategy 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made. Contribution to Plan successfully made. Contribution to Strategy successfully made. 	

Safe and Strong Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation 	
1.2 Families are able to overcome emergent difficulties with the support of preventative key-work			Operational Objective
Lead Service	Key-working Service	Lead area	Key-Work Service Preventive Teams 1 & 2
Lead manager	Deborah Bell	Lead officer	(1) Anne-Marie McCarthy (2) Lea Perez
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> Team Leaders x 2 7.5fte Key-worker teams x 2 plus 1 Duty Key-worker 	<ul style="list-style-type: none"> Contribution to Early Intervention Plan successfully made. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> With consent, Key-workers work with children and families experiencing the challenges detailed above, working to a time bound and outcome focused plan. 	<ul style="list-style-type: none"> Key-Work Service audits. Use of Early Intervention enhanced (programmes and children's centres). Performance against indicators within EIP Dashboard. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Key Workers deliver 100% of their allocated cases with an assessment, explicitly consented plan, delivery of key work services recorded on LCS, and outcome record including client feedback. Key Workers achieve 70% of their casework within agreed time scales not exceeding 6 months. Parent satisfaction survey planned and delivered. Partner satisfaction survey planned and delivered. 	<ul style="list-style-type: none"> Social care contact and re-referral is reduced because families subject to EHAs and TAF processes do not present for Social care intervention The number of cases 'stepped down' to universal services who don't re-present for support. <p>Contribution to the wider KWS outcomes as follows as required:</p> <ul style="list-style-type: none"> The number of CIN / CP cases 'stepped down' to EIPS / key-working service and closed. The number of social care cases 'stepped down' to EIPS / key-working service who don't re-present (six-months / year) The number of CIN / CP / LAC plans with a key-work contribution. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> 75% of families where EHA and TAF processes have been applied have been enabled to resolve their issues and require no further intervention 75% of outcome plans managed by preventative key-workers deliver significant and sustained progress for families within 6 months. 	<ul style="list-style-type: none"> The number of family outcome plans successfully delivered. The number of families who do not represent for early help or statutory services. 	
Strategic links	<ul style="list-style-type: none"> Early Intervention and Prevention Strategy CYPS Social Care Improvement Plan Health and Wellbeing Strategy 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made. Contribution to Plan successfully made. Contribution to Strategy successfully made. 	

Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
1.3 Families are able to overcome multiple and complex problems with the support of intensive key-work		
Lead Service	Key-working Service	Lead area
Lead manager	Deborah Bell	Lead officer
		Key-Work Service Intensive Team
	Descriptors	Success Indicators
Resources (Human and financial)	<ul style="list-style-type: none"> Team Leader x 1 8fte Key-workers 	<ul style="list-style-type: none"> Contribution to Early Intervention Services Plan successfully made.
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> With consent or as part of a statutory plan, Key-workers work with children and families experiencing the challenges detailed above, working to a time bound and outcome focused plan. 	<ul style="list-style-type: none"> Key-Work Service audits. Use of Early Intervention enhanced (programmes and children's centres). Performance against indicators within EIP Dashboard.
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Key Workers achieve success in delivering significant and sustained positive outcomes on areas of improvement agreed in 70% of Family Outcome Plans. Key Workers deliver 100% of their allocated cases with an assessment, explicitly consented plan, delivery of key work services recorded on LCS, and outcome record including client feedback. Key Workers achieve 70% of their casework within agreed time scales not exceeding 12 months. 	<ul style="list-style-type: none"> The number of CIN / CP cases 'stepped down' to EIPS / key-working service and closed. The number of social care cases 'stepped down' to EIPS / key-working service who don't re-present (six-months / year) The number of CIN / CP / LAC plans with a key-work contribution. The number of cases 'stepped down' to universal services. The number of cases 'stepped down' to universal services who don't re-present. Numbers of children and families receiving statutory children's social care intervention reduced. Social care demand is reduced because families subject to EHAs and TAF processes and key-worker support do not present for Social care intervention or are supported to step-down at the earliest opportunity
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> 75% of outcome plans managed by intensive key-workers deliver significant and sustained progress with families 75% of outcome plans managed by or contributed to by intensive key-workers deliver significant and sustained progress for families within 12 months. 	<ul style="list-style-type: none"> Children and families equipped with skills, strategies and resilience to cope with and overcome the challenges identified in their plan and sustain their progress to self-reliance without the need for additional support, Children and families sustain progress made whilst receiving social care / EIPS support to the point of self-reliance
Strategic links	<ul style="list-style-type: none"> Early Intervention and Prevention Strategy CYPS Social Care Improvement Plan 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made.

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Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none">• Preventing child sexual exploitation• Preventing serious youth violence and antisocial behaviour• Preventing negative outcomes associated with young people's engagement in risky behaviour• Increasing parental capacity, aspirations and skills building• Meeting the needs of families affected by domestic violence	<ul style="list-style-type: none">• Preventing families requiring statutory intervention• Increasing parental capacity, aspirations and skills building• Reducing first time entrants to the youth justice system• Reducing re-offending rates• Reducing use of custody for young offenders• Preventing radicalisation	
1.4 Families are able to overcome problems associated with children and young people's poor participation in learning			
Lead Service	Key-working Service	Lead area	Key-Work Service Participation Team
Lead manager	Deborah Bell	Lead officer	Lesley Harvey
Descriptors		Success Indicators	
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none">• Team Leader x 1• 8fte Key-workers• Key-Working Service Duty Officer/MASH Lead x 1	<ul style="list-style-type: none">• Contribution to Key-Work Service Plan successfully made.	
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none">• Key-workers work with children and families experiencing barriers to education due to poor attendance, exclusion and young people and families where the young person is not engaged in education, training or employment. Delivery on Hillingdon's obligations pertaining to school and participation in EET. Children Missing Education identified tracked and placed in appropriate education.	<ul style="list-style-type: none">• Outputs and outcomes are delivered via effective use of available resources• Balanced caseloads are in place that lead to families receiving the required level of support to secure planned outcomes	
Outputs <i>(Quantative change arising from input)</i>	<ul style="list-style-type: none">• 75% of poor attenders improved to 90%+ authorised attendance.• CME numbers for Hillingdon under250.• Permanent exclusions reduced by 25%.• EET tracking achieved at 3%.• NEET levels not in excess of 2.5%.	<ul style="list-style-type: none">• School attendance maximised at 95%.• Persistent absenteeism and exclusions minimised at 10% 90%+ and 25% reduction in permanent exclusions.• Post-16 young people in EET maximised with average of <300 NEET.• Children's performance and employment licensing functions delivered to protect their rights to education.• Performances and employment inspected to ensure this. 20% performances inspected.• CME numbers minimised below 250.	
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none">• Children and young people's attainment and progression prospects are maximised through high levels of participation in EET• 75% of children and families achieve significant and sustained progress in overcoming identified problems through achievement of outcome plan objectives managed by participation kev-workers	<ul style="list-style-type: none">• Participation rates for individuals are maintained• Absence, CME and NEET levels are kept below target• Individuals and groups who feature disproportionately in the school absence, CME and NEET figures are brought in line with the levels of their peers	

1.4 Families are able to overcome problems associated with children and young people's poor participation in learning				Operational Objective
Lead Service	Key-working Service		Lead area	Key-Work Service Participation Team
Lead manager	Deborah Bell		Lead officer	Lesley Harvey
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Early Intervention and Prevention Strategy• CYPS Social Care Improvement Plan• Health and Wellbeing Strategy• School Improvement Plan		<ul style="list-style-type: none">• Contribution to Strategy successfully made.• Contribution to Strategy successfully made.• Contribution to Strategy successfully made.• Contribution to Strategy successfully made.• Contribution to Strategy successfully made.	

Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
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1.5 Families are able to address issues concerning young people's offending behaviour

Operational Objective

Lead Service	Youth Offending Service	Lead area	Youth Offending Service Operation Teams
Lead manager	Lynn Hawes	Lead officer	Linda Byrne, Joseph Nwokobia, Tim Steele
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> Youth Offending Service - multi-disciplinary team. 		
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Implementation of the new AssetPlus framework. Identification of siblings at risk of engagement in serious youth violence and signposting to services. Increased use of restorative justice interventions. Identification of young people with neuro-disabilities and referral pathways established to appropriate services. 	<ul style="list-style-type: none"> All staff understand the theory behind the new framework through the completion of the YJILS training. Suitable system developed to identify sibling groups at risk. All staff trained to appropriate level in restorative justice practice. All Youth Offending Service clients are screened for neuro-disabilities. 	
Outputs (Quantative change arising from input)	<ul style="list-style-type: none"> All staff trained in the use of AssetPlus on Careworks. Sibling groups access Early Intervention Services. Victims engage with restorative justice processes. All young people identified through screening service receive a CHAT neuro-disability assessment. 	<ul style="list-style-type: none"> Assessment quality following implementation improved against 14/15 baseline. Sibling groups engage with Early Intervention Services. Number of restorative justice interventions increases against 14/15 baseline. All young people identified as having a neuro-disability are referred to appropriate services. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Reduction in re-offending rates (13/14) against 12/13 baseline. Reduction in number of families where more than one child has received a Criminal Justice disposal against 14/15 baseline. 	<ul style="list-style-type: none"> Output targets achieved. Output targets achieved. 	
Strategic links	<ul style="list-style-type: none"> Youth Justice Plan and Board National Indicators 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. 	

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Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
1.6 Families are able to avoid the risk of children and young people being sexually exploited and/or involved in serious youth violence related activity		
Lead Service	Youth Offending Service	Lead area All Early Intervention Service teams
Lead manager	Lynn Hawes	Lead officer
Descriptors		Success Indicators
Resources (Human and financial)	<ul style="list-style-type: none"> All Early Intervention Services staff. Links to Child Sexual Exploitation Co-ordinator and SAFE project. 	<ul style="list-style-type: none"> Maximum participation of targeted staff achieved
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Advice and training re Child Sexual Exploitation, Gang and Prevent agendas to all EIS staff. Raise awareness of Hillingdon Child Sexual Exploitation Strategy. Mapping of Child Sexual Exploitation, serious youth violence associations. 	<ul style="list-style-type: none"> Staff recognise risk factors associated with all three areas of concern when identified through their respective assessments. Staff are familiar with the Strategy and actions to take when there are Child Sexual Exploitation or Prevent concerns. Associations and links between young people are understood and can inform assessment processes.
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> A minimum of 80% of staff in Early Intervention and Prevention Services have undertaken core briefing and e-learning on Prevent and Child Sexual Exploitation as provided through the Council. 100% of multi-agency referral meetings such as MAP have Early Intervention Services representation. 	<ul style="list-style-type: none"> Output targets achieved. High quality information from Early Intervention and Prevention Services is shared at multi-agency meetings.
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Through partnership working, 90% of young people known to Early Intervention and Prevention Services and identified as being at risk of Child Sexual Exploitation, serious youth violence engagement or radicalisation are assessed as being at a reduced risk following interventions. 	<ul style="list-style-type: none"> Output targets achieved.
Strategic links	<ul style="list-style-type: none"> Hillingdon Child Sexual Exploitation Strategy. Hillingdon Prevent Action Plan. Hillingdon Youth Justice Plan. LSCB Priority area (Child Sexual Exploitation) 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made. Contribution to Plan successfully made. Contribution to Strategy successfully made.

Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
1.7 Families are able to avoid and/or effectively negotiate risk related activity (adolescent young men focused)		
Lead Service	Targeted Programmes	Lead area Targeted Programmes - Boys and Young Men's Programmes
Lead manager	Chris Scott	Lead officer Lucy Wylde, Charlie Garrett
Descriptors		Success Indicators
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator. 1 x 0.25fte Lead Programme Delivery Worker. 4 x 0.25fte Programme Delivery Worker. 2015/2016 Revenue Budget. 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast.
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none"> Boys and Young Men's Programmes will deliver a co-ordinated range of structured early intervention programmes of varying duration, content, and learning levels for boys and young men aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target.
Outputs <i>(Quantitative change arising from input)</i>	<ul style="list-style-type: none"> 210 boys and young men benefit from participation in programme activity annually 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in boys and young men referred to programme via social care Increase in boys and young men sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes.
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge/understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress.

1.7 Families are able to avoid and/or effectively negotiate risk related activity (adolescent young men focused)				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Boys and Young Men's Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, Charlie Garrett
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon Child Sexual Exploitation Strategy• Hillingdon SYV Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention and Prevention Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
1.8 Families are able to avoid and/or effectively negotiate risk related activity (adolescent young women focused)		
Lead Service	Targeted Programmes	Lead area Targeted Programmes - Girls and Young Women's Programmes
Lead manager	Chris Scott	Lead officer Lucy Wylde, Monica Gaga
Descriptors		Success Indicators
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator. 1 x 0.25fte Lead Programme Delivery Worker. 4 x 0.25fte Programme Delivery Worker. 2015/2016 Revenue Budget. 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast.
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none"> Girls and Young Women's Programmes will deliver a co-ordinated range of structured early intervention programmes of varying duration, content, and learning levels for girls and young women aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target.
Outputs <i>(Quantitative change arising from input)</i>	<ul style="list-style-type: none"> 210 girls and young women benefit from participation in programme activity annually 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in girls and young women referred to programme via social care Increase in boys and young men sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes.
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge/understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress.

1.8 Families are able to avoid and/or effectively negotiate risk related activity (adolescent young women focused)		<i>Operational Objective</i>	
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Girls and Young Women's Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, Monica Gaga
Descriptors		Success Indicators	
Strategic links	<ul style="list-style-type: none"> • Hillingdon Child Sexual Exploitation Strategy • Hillingdon SYV Strategy • Hillingdon Prevent Action Plan • Hillingdon Early Intervention and Prevention Strategy 	<ul style="list-style-type: none"> • Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators. 	

Safe and Strong Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation 	
1.9 Families are able to avoid and/or effectively negotiate risk related activity (youth arts based focused)			Operational Objective
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Creative Arts Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, Matt Bateman
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator. 1 x 0.25fte Lead Programme Delivery Worker. 4 x 0.25fte Programme Delivery Worker. 2015/2016 Revenue Budget. 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Creative Arts Programmes will deliver a co-ordinated range of performance and technical arts based structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 150 young people benefit from participation in programme activity annually 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in girls and young women referred to programme via social care Increase in boys and young men sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	

1.9 Families are able to avoid and/or effectively negotiate risk related activity (youth arts based focused)				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Creative Arts Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, Matt Bateman
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon Child Sexual Exploitation Strategy• Hillingdon SYV Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention and Prevention Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Safe and Strong Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation 	
1.10 Families are able to avoid and/or effectively negotiate risk related activity (mobile and detached youth work programmes)			Operational Objective
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Mobile and Detached Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, Adam Mohamed
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator. 1 x 0.25fte Lead Programme Delivery Worker. 4 x 0.25fte Programme Delivery Worker. 2015/2016 Revenue Budget. 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Mobile and Detached Programmes will deliver a co-ordinated range of peripatetic structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 480 young people benefit from the programme Participants will evidence the acquisition and possession of developing Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and Conduct (actions/behaviours), and in the context of their identified risk-factors. 	<ul style="list-style-type: none"> Output targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' acquisition and possession of the required Personal and Social Capabilities will be monitored at key points within the planned intervention to measure progress against targets. Cost avoidance /cost savings as a consequence of delivering planned outputs and outcomes are quantified within context of BID / MTFF 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	
Strategic links	<ul style="list-style-type: none"> Hillingdon Child Sexual Exploitation Strategy Hillingdon SYV Strategy Hillingdon Prevent Action Plan Hillingdon Early Intervention and Prevention Strategy 	<ul style="list-style-type: none"> Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators. 	

Safe and Strong Families		Strategic Outcome	
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation 	
1.11 Families are able to develop peer leadership skills		Operational Objective	
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Peer Leadership Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, Marie Fleming
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator. 1 x 0.25fte Lead Programme Delivery Worker. 4 x 0.25fte Programme Delivery Worker. 2015/2016 Revenue Budget. 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Peer Leadership Programmes will deliver a co-ordinated range of peer leadership based structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 320 young people benefit from the programme annually 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in young people referred to programme via social care Increase young people sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	

1.11 Families are able to develop peer leadership skills				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Peer Leadership Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, Marie Fleming
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon Child Sexual Exploitation Strategy• Hillingdon SYV Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention and Prevention Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
1.12 Families are able to effectively negotiate key transition points in their children's lives		
Lead Service	Targeted Programmes	Lead area Targeted Programmes - Transition Support Programmes
Lead manager	Chris Scott	Lead officer Lucy Wylde, Marie Fleming
Descriptors		Success Indicators
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator. 1 x 0.25fte Lead Programme Delivery Worker. 4 x 0.25fte Programme Delivery Worker. 2015/2016 Revenue Budget 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast.
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none"> Transition Support Programmes will deliver a co-ordinated range of transition focused structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target.
Outputs <i>(Quantitative change arising from input)</i>	<ul style="list-style-type: none"> 210 children and young people benefit from programme 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in children and young people referred to programme via social care Increase in children and young people sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes.
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge/understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress.

1.12 Families are able to effectively negotiate key transition points in their children's lives				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Transition Support Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, Marie Fleming
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon Child Sexual Exploitation Strategy• Hillingdon SYV Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention and Prevention Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Safe and Strong Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation
1.13 Families are able to achieve early years foundation stage learning goals for their children through participation in educational programmes in early years settings		
Lead Service	Child and Family Development	Lead area Family Information Service Children's Centre Programme
Lead manager	Claire Fry	Lead officer
Descriptors		Success Indicators
Resources (Human and financial)	<ul style="list-style-type: none"> Family Information Service. 18 x Children's Centres and staff. PVI sector. School nurseries and reception classes. 	<ul style="list-style-type: none"> Services successfully engaged.
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Vacancy lists for MFE funded settings readily available. CC programme offer - Language for Life, Attention Hillingdon, Stay & Play, Transition programme. EYATT support for Quality Improvement across sector. 	<ul style="list-style-type: none"> Parents know about their entitlement and are supported to access a place for their children. CC targeted services offer children and families the opportunity to engage with services to support their learning and development.
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Number of contacts sign-posted to Children's Centre programme via social care Number of cases 'stepped down' to Children's Centres Number of CIN and CP plans with CC and EYC contribution Number of vulnerable families accessing the Children's Centre programme Number of children using LA childcare services securing their maximum free entitlement % of participation in CC targeted services. % of children accessing MFE. % of children achieving a Good Level of Development. % of settings rated as good or outstanding by Ofsted. 	<ul style="list-style-type: none"> Increase in number of contacts sign-posted to Children's Centre programme Increase in number of cases 'stepped down' to Children's Centres Increase in number of CIN and CP plans with CC and EYC contribution Increase in number of vulnerable families accessing the Children's Centre programme Number of children using LA childcare services securing their maximum free entitlement Access and participation rates maintained. Increase in number of children achieving a GLD year on year. Sustain and increase number of settings rated good or outstanding by Ofsted.

1.13 Families are able to achieve early years foundation stage learning goals for their children through participation in educational programmes in early years settings <i>Operational Objective</i>			
Lead Service	Child and Family Development	Lead area	Family Information Service Children's Centre Programme
Lead manager	Claire Fry	Lead officer	
Descriptors		Success Indicators	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Families are supported to access services and children have a good start to their educational career, which is sustained over KS1 & 2. Family aspirations are raised and, as a consequence, encourage others to engage in early education. Children within vulnerable families achieve their EYFS learning goals because they have received targeted support to access provision 	<ul style="list-style-type: none"> Outcomes achieved and evidenced. 	
Strategic links	<ul style="list-style-type: none"> Hillingdon Early Years Strategy. Hillingdon Education/School Improvement Strategy. Hillingdon Early Intervention and Prevention Strategy 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made. 	

Safe and Strong Families		Strategic Outcome	
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Preventing child sexual exploitation Preventing serious youth violence and antisocial behaviour Preventing negative outcomes associated with young people's engagement in risky behaviour Increasing parental capacity, aspirations and skills building Meeting the needs of families affected by domestic violence 	<ul style="list-style-type: none"> Preventing families requiring statutory intervention Increasing parental capacity, aspirations and skills building Reducing first time entrants to the youth justice system Reducing re-offending rates Reducing use of custody for young offenders Preventing radicalisation 	
1.14 Families including those entitled to the 2 year old free childcare offer access childcare provision			Operational Objective
Lead Service	Child and Family Development	Lead area	Family Information Service Children's Centre Programme
Lead manager	Claire Fry	Lead officer	
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> Family Information Service. 18 x Children's Centres and staff. PVI settings and childminders and 3 schools. FSD and Council website. 	<ul style="list-style-type: none"> Services successfully engaged. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> FIS outreach at Stay & Play and community events to raise awareness of the 2 YO offer and childcare in LBH. Publicity generated in community to raise awareness of offer and eligibility criteria. Continued work with existing providers to increase childcare capacity available to deliver 2 YO offer. DfE 2 YO offer eligibility list is shared with Children's Centres who make contact with all families on the list who are not known to them within the 3 week window. Families not wishing to take up the 2 YO offer are invited to their local CC to engage in learning and play opportunities. 	<ul style="list-style-type: none"> Families are aware of their entitlement and the benefits of early education for their children. Families are able to make informed decisions about where to access childcare. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Number of contacts sign-posted to Children's Centre and Early Years provision via social care Number of cases 'stepped down' to Children's Centre and Early Years provision Number of CIN and CP plans with Children's Centre and Early Years contribution Number of vulnerable families accessing Early Years and Children's Centre provision % increase in uptake of 2 YO offer (in line with London and National context). % of families are able to access childcare that meets their needs. 	<ul style="list-style-type: none"> Increase in number of contacts sign-posted to Early Years and Children's Centre provision Increase in number of cases 'stepped down' to Early Years and Children's Centre provision Increase in number of CIN and CP plans with CC and EYC contribution Increase in number of vulnerable families accessing the Children's Centre programme and Early Years provision Increase in number of places across borough to support local need. Access and participation rates increased. 	

1.14 Families including those entitled to the 2 year old free childcare offer access childcare provision				Operational Objective
Lead Service	Child and Family Development		Lead area	Family Information Service Children's Centre Programme
Lead manager	Claire Fry		Lead officer	
Descriptors			Success Indicators	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none">Parents are enabled to access education, training and employment, whilst children access early learning provision.Families develop positive attitudes to learning and education as a result of their access to services.		<ul style="list-style-type: none">Outcomes achieved and evidenced.	
Strategic links	<ul style="list-style-type: none">Childcare Sufficiency dutyHillingdon Early Years Strategy.Early Intervention and Prevention Strategy		<ul style="list-style-type: none">Contribution to Strategy successfully made.	

2. Healthy and Prosperous Families

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health
2.1 Families are able to overcome emergent challenges to their emotional health and wellbeing (child and adolescent focused) <i>Operational Objective</i>		
Lead Service	Targeted Programmes	Lead area Targeted Programmes - Emotional Health and Wellbeing Programmes
Lead manager	Chris Scott	Lead officer Lucy Wylde, Helen Newman
Descriptors		Success Indicators
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator/Counsellor 2 x 0.50fte Lead Programme Delivery Counsellor. 30 x 0.10fte Voluntary Programme Delivery Counsellor. 2015/2016 Revenue Budget 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast.
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none"> Emotional Health and Wellbeing Programmes will deliver a co-ordinated range of therapeutic structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target.
Outputs <i>(Quantitative change arising from input)</i>	<ul style="list-style-type: none"> 225 children, young people and families benefit from programme 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in children and young people and families referred to programme via social care Increase in children and young people sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes.
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress.

2.1 Families are able to overcome emergent challenges to their emotional health and wellbeing (child and adolescent focused)				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Emotional Health and Wellbeing Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, Helen Newman
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon Child Sexual Exploitation Strategy• Hillingdon SYV Strategy• Hillingdon ASB Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention and Prevention Strategy• Hillingdon CAMHS Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Healthy and Prosperous Families		Strategic Outcome	
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.2 Families are able to make more informed choices about drug and alcohol use (adolescent focused)			Operational Objective
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Substance Use and Misuse Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wyld, Chloe Sullivan
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator 1 x 0.25fte Lead Programme Delivery Worker 1 x 1.0fte Programme Delivery Counsellor 2 x 0.25fte Programme Delivery Worker 2015/2016 Revenue Budget 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Substance Use and Misuse Programmes will deliver a co-ordinated range of substance use and misuse focused structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 1,000 young people and families benefit from the programme offer 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed Participants will evidence the acquisition and possession of developing Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and Conduct (actions/behaviours), and in the context of their identified risk-factors. 	<ul style="list-style-type: none"> Increase in young people referred to programme via social care Increase young people sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes. 	

2.2 Families are able to make more informed choices about drug and alcohol use (adolescent focused)		Operational Objective	
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Substance Use and Misuse Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, Chloe Sullivan
Descriptors		Success Indicators	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge /understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	
Strategic links	<ul style="list-style-type: none"> Hillingdon CSE Strategy Hillingdon SYV Strategy Hillingdon Prevent Action Plan Hillingdon Early Intervention and Prevention Strategy Hillingdon CAMHS Strategy Hillingdon Substance Misuse Strategy 	<ul style="list-style-type: none"> Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators. 	

Healthy and Prosperous Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.3 Families are able to make informed choices about sexual health and relationships (adolescent focused)			Operational Objective
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Sexual Health and Wellbeing Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, (Vacant)
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator 1 x 1.0fte Lead Programme Delivery Worker 2 x 0.25fte Programme Delivery Worker 2015/2016 Revenue Budget 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Sexual Health and Wellbeing Programmes will deliver a co-ordinated range of sexual health and relationship focused structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 1,000 young people and families benefit from programmes 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in young people referred to programme via social care Increase young people sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge/understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	

2.3 Families are able to make informed choices about sexual health and relationships (adolescent focused)				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Sexual Health and Wellbeing Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, (Vacant)
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon CSE Strategy• Hillingdon SYV Strategy• Hillingdon ASB Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention Strategy• Hillingdon CAMHS Strategy• Hillingdon Sexual Health and Wellbeing Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Healthy and Prosperous Families		Strategic Outcome	
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.4 Families are able to develop skills and confidence through volunteering (adolescent focused)		Operational Objective	
Lead Service	Targeted Programmes	Lead area	Targeted Programmes - Volunteer Engagement Programmes
Lead manager	Chris Scott	Lead officer	Lucy Wylde, Jo Alexis
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 1 x 1.0fte Programme Co-ordinator 1 x 0.25fte Lead Programme Delivery Worker 4 x 0.25fte Programme Delivery Worker 2015/2016 Revenue Budget. 	<ul style="list-style-type: none"> Contribution to Targeted Programmes 2015/16 Service Delivery Plan against targets. Effective and efficient use of delegated human and financial resource against forecast. 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Volunteer Engagement Programmes will deliver a co-ordinated range volunteering based structured early intervention programmes of varying duration, content, and learning levels for children, adolescents and vulnerable young adults aged between 8 and 24, identified as being at increased risk of negative social, health and economic outcomes. 	<ul style="list-style-type: none"> Specified number of programmes delivered against target. Specified number of learning hours/sessions delivered against target. Specified number of participants engaged against target. Specified number of participants completing programmes against target. Specified number of participants completing Personal and Social Capabilities development assessments against target. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 240 young people and families benefit from the programme 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with a programme contribution successfully closed. 	<ul style="list-style-type: none"> Increase in young people referred to programme via social care Increase young people sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Participants will evidence the deployment and benefit of enhanced Personal and Social Capabilities, in relation to their Competencies (skills/abilities), Comprehensions (knowledge/understanding), Commitments (values/beliefs) and conduct (actions/behaviours), and in the context of their identified risk factors. 	<ul style="list-style-type: none"> Outcome targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	

2.4 Families are able to develop skills and confidence through volunteering (adolescent focused)				Operational Objective
Lead Service	Targeted Programmes		Lead area	Targeted Programmes - Volunteer Engagement Programmes
Lead manager	Chris Scott		Lead officer	Lucy Wylde, Jo Alexis
Descriptors			Success Indicators	
Strategic links	<ul style="list-style-type: none">• Hillingdon CSE Strategy• Hillingdon SYV Strategy• Hillingdon ASB Strategy• Hillingdon Prevent Action Plan• Hillingdon Early Intervention and Prevention Strategy		<ul style="list-style-type: none">• Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators.	

Healthy and Prosperous Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.5 Families, particularly those identified as at risk of poor outcomes, are able to ensure their children are school ready because they have benefited from the Children's Centre Programme			Operational Objective
Lead Service	Child and Family Development	Lead area	Children's Centre Programme Team
Lead manager	Claire Fry	Lead officer	
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 18 x Children's Centres and staff teams 	<ul style="list-style-type: none"> Services successfully engaged 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Use of local knowledge and static data to identify those families who may be at risk of poor outcomes. Raise profile of CC programmes and support available with partners through attendance at team meetings (CSC, HV, Maternity, JCP). Promote use of inter-agency referral form with partners. Attendance at Key-working allocation meetings to raise profile of CCs as part of potential plan of support. Priority access to targeted activities for those families in greatest need. Opportunities for parents to engage in their children's learning are maximised and built upon through intuitive support and modelling provided by experienced, qualified practitioners. Parenting Support Packages, including evidence based programmes, available consistently across CC programmes. 	<ul style="list-style-type: none"> Increase inter-agency referrals for CC targeted programmes from partner agencies for families who would benefit from targeted support. Increase in number of CCs being invited to participate in TAF meetings and included in family support plan. Increase in number of CCs being invited to participate in core groups and the plan of support for most vulnerable children. Increase in engagement in centre activities by vulnerable families from TUR groups. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Number of contacts sign-posted to Children's Centre provision Number of cases 'stepped down' to Children's Centres Number of CIN and CP plans with Children's Centre contribution Number of vulnerable families accessing Children's Centre provision Number of children achieving a GLD in EYFS profile Reduction in gap for those children achieving a GLD at EYFS profile 	<ul style="list-style-type: none"> Increase in number of contacts sign-posted to Children's Centre programme Increase in number of cases 'stepped down' to Children's Centres Increase in number of CIN and CP plans with CC and EYC contribution Increase in number of vulnerable families accessing the Children's Centre programme increase in number of children achieving a GLD in EYFS profile 	

2.5 Families, particularly those identified as at risk of poor outcomes, are able to ensure their children are school ready because they have benefited from the Children's Centre Programme		Operational Objective	
Lead Service	Child and Family Development	Lead area	Children's Centre Programme Team
Lead manager	Claire Fry	Lead officer	
Descriptors		Success Indicators	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> • Good maternal mental health. • Learning activities, including speaking to your baby and reading with your child • Enhanced physical activity • Parenting Support Programmes • High quality early education (Public Health England - Improving School Readiness, September 2015) 	<ul style="list-style-type: none"> • Output targets will be specified for individual participants on the basis of their assessed personal and social developmental needs. Participants' deployment of, and benefit gained through the required Personal and Social Capabilities will be monitored at key points at, and after, the completion of the planned intervention to measure sustained progress. 	
Strategic links	<ul style="list-style-type: none"> • Public Health and Early Years Action Group • Hillingdon Early Years Strategy • Hillingdon Education/School Improvement Strategy • Early Intervention and Prevention Strategy 	<ul style="list-style-type: none"> • Evidenced contributions to the named Strategies will be demonstrated through monitoring of participant post-engagement impact and status indicators. 	

Healthy and Prosperous Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.6 Parents and their children, particularly those from disadvantaged families, prosper because their parenting aspirations, self esteem and parenting skills have been developed			Operational Objective
Lead Service	Targeted Programmes	Lead area	Bell Farm Commissioned Programme
Lead manager	Chris Scott	Lead officer	Darren Thorpe
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> As determined in SLA 	<ul style="list-style-type: none"> Required outcomes secured with planned level of investment 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> As determined in SLA 	<ul style="list-style-type: none"> Required outcomes secured with planned level of investment 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> 6 x Triple P Seminars 2 x Triple P Courses 2 x Triple P 'teens' Course 2 x Stepping Stone Courses 26 x Parenting Support Group sessions 100 increase in programme contribution to TAF plans 100% increase in programme contribution to CIN and CP plans 100% increase in programme contribution to LAC pathway plans 100% increase in programme contribution to Youth Offending Service plans The number of social care plans with programme contribution successfully closed 	<ul style="list-style-type: none"> Increase in parents referred to programme via social care Increase parents sign-posted to programme via social care Increase in programme contribution to family outcome and pathway plans developed via TAF and or social care processes. Volume of courses delivered as planned 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Reduced stress and anxiety in relationship between parents and children Improved confidence in parenting skills of parents or carers Improved relationship between parents and children Improvement in communication skills Improvement in ability to remain calm in stressful situations Improvement in home life 75% of families subject to TAF and / or social care plans have their issues resolved and require no further intervention 	<ul style="list-style-type: none"> Contract monitoring and evaluation reports 	
Strategic links	<ul style="list-style-type: none"> Early Intervention and Prevention Strategy Domestic Violence Strategy 	<ul style="list-style-type: none"> Contribution to strategy effectively made Contribution to Strategy successfully made. 	

Healthy and Prosperous Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.7 Families, particular those at risk of poor outcomes, choose to lead healthy lives with the support of the Children's Centre programme			Operational Objective
Lead Service	Child and Family Development	Lead area	Children's Centre Programme Team
Lead manager	Claire Fry	Lead officer	
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 18 x Children's Centres CNWLHT - Health Visiting THH - Midwifery Public Health 	<ul style="list-style-type: none"> Services successfully engaged 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Activities: Midwifery clinics, Your Bump and Beyond, Well Baby Clinics, Baby Massage, Baby Friendly Initiative /breastfeeding Advisors, Brush for Life, Weaning Parties/Groups, Feed My Family/Healthy Eating Groups, Movers and Groovers, Health Trainers, Counselling Services, Information, Advice and Guidance and Change 4 Life 	<ul style="list-style-type: none"> Families are effectively signposted to activities that will appropriately support them and meet identified needs. Families register to attend the activities and a large majority sustain engagement throughout duration of the programmes. 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Number of contacts sign-posted to Children's Centre provision Number of cases 'stepped down' to Children's Centres Number of CIN and CP plans with Children's Centre contribution Number of vulnerable families accessing Children's Centre provision % of mothers choosing to breastfeed at 6-8 weeks. Reduction in number of children classed as overweight or obese at Reception age. Reduction in number of children admitted to hospital for tooth extractions by age 5. % of children immunised at key ages and stages. % increase in programme uptake by parents and children from TUR groups. % increase in families who sustain engagement with activities. 	<ul style="list-style-type: none"> Increase in number of contacts sign-posted to Children's Centre programme Increase in number of cases 'stepped down' to Children's Centres Increase in number of CIN and CP plans with Children's Centre contribution Increase in number of vulnerable families accessing the Children's Centre programme Database reliably reports on delivery and take-up of centre based activities. Wider Public Health and CNWLHT data report trends in accordance with desired target over time. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Parents know where to access information, advice and guidance to meet their own and their family's needs Parents have the knowledge and understanding to make positive lifestyle changes for themselves and their children Parents are able to implement and sustain positive lifestyle changes for themselves and their children 	<ul style="list-style-type: none"> Outcome achieved and evidenced Outcome achieved and evidenced Outcome achieved and evidenced 	
Strategic links	<ul style="list-style-type: none"> Public Health & Early Years Action Group Breastfeeding Strategy 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made. 	

Healthy and Prosperous Families			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.8 Parents, particularly those at risk of poor outcomes, are able to give their children the best start in life because they are enabled to sustain participation in education, training and employment with the support of the Children's Centre programme			Operational Objective
Lead Service	Child and Family Development	Lead area	Children's Centre Programme Team
Lead manager	Claire Fry	Lead officer	
	Descriptors	Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> 18 x Children's Centres Hillingdon Adult Learning FE College providers 	<ul style="list-style-type: none"> Services successfully engaged 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> JCP - links with advisors in centres, commissioned support and advice sessions, e.g. P3, on interviewing skills, CV writing. Commissioned adult learning providers, e.g. HAE, delivering ICT, ESOL, Basic English and Maths in centres. Crèche facilities (venue and staffing) Access to flexible childcare through 2 YO and MFE at 3 and 4 years. 	<ul style="list-style-type: none"> Service provision meets demand and is effective in meeting families' need. Families know where to go and are able to access services at a venue within reasonable travelling distance. Childcare services are flexible to meet the needs of working families/families accessing training 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> Number of contacts sign-posted to Children's Centre provision Number of cases 'stepped down' to Children's Centres Number of CIN and CP plans with Children's Centre contribution Number of vulnerable families accessing Children's Centre provision % reduction of children in workless households % reduction in number of children deemed to be living in poverty % reduction in unemployment % increase in parents entering further education, voluntary work and training 	<ul style="list-style-type: none"> Increase in number of contacts sign-posted to Children's Centre programme Increase in number of cases 'stepped down' to Children's Centres Increase in number of CIN and CP plans with Children's Centre contribution Increase in number of vulnerable families accessing the Children's Centre programme Local and National data sources show trends in accordance with desired targets over time. 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Parents have raised aspirations for their own and their children's future Local communities benefit from increased opportunities for volunteering 	<ul style="list-style-type: none"> Outcome achieved and evidenced Outcome achieved and evidenced 	
Strategic links	<ul style="list-style-type: none"> Early Intervention and Prevention Strategy 		

Healthy and Prosperous Families		Strategic Outcome	
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Promote economic resilience Improving child and adolescent emotional health and wellbeing Improving family emotional health and wellbeing Sustaining young people in employment, education and training, minimising absenteeism and identifying and placing children missing education 	<ul style="list-style-type: none"> Adults out of work or at risk of financial exclusion Young people at risk of worklessness Families experiencing a range of health problems including child obesity and poor dental health 	
2.9 Families at risk of poor outcomes are able to overcome their difficulties because their needs have been identified and responded to via the Troubled Families Programme			Operational Objective
Lead Service	Key-Working Service	Lead area	All Teams
Lead manager	Debbie Bell	Lead officer	Debbie Bell
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> Performance and Intelligence ClearCore DWP data wash monthly facility 2 x Employment Adviser Secondees 	<ul style="list-style-type: none"> Identification of eligible families in need of early intervention known. Families' circumstances changed flagged up automatically when data reviewed periodically 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> Performance and Intelligence and ClearCore generate families TAF Co-ordinators flag Lead Professionals against each family 	<ul style="list-style-type: none"> Each family is known and has access to Early Intervention services with consent 	
Outputs (Quantative change arising from input)	<ul style="list-style-type: none"> By 2020, 100% of identified families have 1 plan, 1 worker and key outcomes achieved 	<ul style="list-style-type: none"> Income from Troubled Families maximised 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> By 2020, services transformed and any necessary intervention to ensure positive family functioning upstreamed in terms of age and cost 	<ul style="list-style-type: none"> Family needs met at tier 2 and universal services, improving residents' experience and outcomes, and relieving demands for tiers 3 and 4 	
Strategic links	<ul style="list-style-type: none"> Early Intervention Strategy LSCB Troubled Families Plan Health and Wellbeing Strategy 	<ul style="list-style-type: none"> Contribution to Strategy successfully made. Contribution to Strategy successfully made. Contribution to Plan successfully made. Contribution to Strategy successfully made. 	

3. Continuous Improvement

Strategic Outcome

Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> • Improve collaborative working • Increase and improve integration • Improve monitoring, evaluation and assessment of impact • Develop our workforce 	<ul style="list-style-type: none"> • Improve the use of performance and intelligence • Improve targeting of services for those most in need • Develop and embed new ways of working • Improve interface between partner agencies and teams
3.1 Knowing which families are most in need of early help <i>Operational Objective</i>		
Lead Service	Early Intervention and Prevention Services	Lead area Performance and Intelligence (P&I)
Lead manager	Tom Murphy	Lead officer TBD
Descriptors		Success Indicators
Resources <i>(Human and financial)</i>	<ul style="list-style-type: none"> • Lead Performance and Intelligence Officers • Lead ICT Officers • Early Intervention and Prevention Service Managers and Officers as required • Cost of associated databases and systems 	<ul style="list-style-type: none"> • Required level of human and financial capacity is secured to realise outputs and outcomes
Inputs <i>(Investment/activity to generate outputs and outcomes)</i>	<ul style="list-style-type: none"> • P&I lead officer • ICT lead officer • Troubled Families lead • Children and Young People's Needs Assessment, analysis and EIP findings • Clearcore system and reports • ICS / Protocol • Careworks • IYSS 	<ul style="list-style-type: none"> • Inputs are collectively focused on strategic identification of children, families and communities most at risk of poor outcomes to inform joint commissioning and targeting of early intervention and prevention services • Inputs are collectively focused on operational 'real-time' identification of children, families and communities so that services may step in swiftly to provide the coordinated support required
Outputs <i>(Quantitative change arising from input)</i>	<ul style="list-style-type: none"> • Volumes and types of outcome concerns and the individuals, families and communities most at risk are identified • Data and intelligence in relation to the individuals, families and communities we are most concerned about is gathered, collated, analysed and shared with services and partners in a timely manner to enable service planning and commissioning • Multiple risk factors are mapped • 'Troubled families' within the terms of the extended programme are identified and the intelligence passed on to relevant parties to informed targeted support 	<ul style="list-style-type: none"> • Individuals, families and communities we are most concerned about in terms of poor outcomes are systematically identified • Individuals, families and communities who may be experiencing multiple risks are identified • The intelligence gathered is used to inform short, mid and longer term joint planning and targeting of services • The intelligence gathered is provided to those best in a position to provide immediate early intervention and prevention for those in need of early help • The family identification requirements of the extended troubled families programme are met
Outcomes <i>(Qualitative change for families or communities)</i>	<ul style="list-style-type: none"> • Families most in need of early help receive it in a swift and timely manner • Services receive effective, targeted and coordinated support to resolve problems at the earliest opportunity and or prevent them escalating • Families who need early help are able to increase their resilience in order to manage difficulties because they receive the support they need when they need it 	<ul style="list-style-type: none"> • Families most in need of our support prosper because their needs have been identified and responded to early through effective and efficiently targeted services
Strategic links	<ul style="list-style-type: none"> • Early Intervention and Prevention Strategy • CYPS Service Improvement Plan 	<ul style="list-style-type: none"> • Successful contribution to the achievement of outcomes of strategy • Successful contribution to the achievement of plan objectives

Continuous Improvement			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> Improve collaborative working Increase and improve integration Improve monitoring, evaluation and assessment of impact Develop our workforce 	<ul style="list-style-type: none"> Improve the use of performance and intelligence Improve targeting of services for those most in need Develop and embed new ways of working Improve interface between partner agencies and teams 	
3.2 Enabling those most in need of early help to receive support swiftly and in a manner most likely to resolve problems at the first opportunity			Operational Objective
Lead Service	Early Intervention and Prevention Services	Lead area	Key-working Service
Lead manager	Deborah Bell	Lead officer	Belinda Hearn / Preventative Team Leader
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> MASH / Triage Managers / practitioners Early Intervention and Prevention Service Managers and practitioners as required Identified lead professionals Allocated key-worker in the absence of and identified lead professional 	<ul style="list-style-type: none"> Available resources work collaboratively to that families with emergent problems are identified at the earliest opportunity Available resources work collaboratively to ensure that the families in question are in receipt of the support they need to resolve identified problems 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> MASH / Triage Managers / practitioners Early Intervention and Prevention Service Managers and practitioners Identified lead professionals Allocated preventative key-worker in the absence of and identified lead professional Early Intervention and Prevention Officer and Team around the Family Coordinators x 2 MASH / Triage process EIPS allocation and tracking process LP, EHA and TAF processes 	<ul style="list-style-type: none"> The activity of colleagues as details and the associated processes they apply, enable early and swift identification of emergent family problems The activity of colleagues as details and the associated processes they apply, enable families to receive the support they require in a seamless and timely manner 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> The number of emergent family problems identified and resolved in a universal context via application of LP, EHA and TAF processes The number of initial contacts and triaged cases that don't meet statutory thresholds sign-posted / referred for EHA and TAF The number of contacts and triaged cases that don't meet statutory thresholds sign-posted / referred to early intervention and prevention services comprising: <ul style="list-style-type: none"> sign-posted / referred to child and family development services (Children's Centres and Early Years) sign-posted / referred to targeted programmes including parenting sign-posted / referred to key-working services 	<ul style="list-style-type: none"> Increase in the number of emergent problems identified and resolved in a universal context via application of LP, EHA and TAF processes. Increase in the number of initial contacts and triaged cases that don't meet statutory thresholds sign-posted / referred for EHA and TAF . Increase in the number of initial contacts and triaged cases that don't meet statutory thresholds sign-posted / referred to early intervention and prevention services comprising: <ul style="list-style-type: none"> Increase in the number of contacts sign-posted / referred to child and family development services (Children's Centres and Early Years) Increase in number of contacts sign-posted / referred to targeted programmes including parenting Increase in the number of contacts sign-posted / referred to key-working services Reduction in inappropriate and / or avoidable 'front door' referral to social work teams Volume and quality of EHAs and TAFs increases Volume of issues resolved by EHA and TAF processes increases Resolution of presenting issues identified via EHA are resolved without the need for further escalation Number of plans generated via the TAF process delivering significant and sustained outcomes increases Number of family issues resolved via early intervention increases 	

3.2 Enabling those most in need of early help to receive support swiftly and in a manner most likely to resolve problems at the first opportunity				Operational Objective
Lead Service	Early Intervention and Prevention Services		Lead area	Key-working Service
Lead manager	Deborah Bell		Lead officer	Belinda Hearn / Preventative Team Leader
Descriptors			Success Indicators	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none">• Individuals and families have their issues and problems resolved at the first point of identification• Initial problems are resolved and the improvement in circumstances sustained• Use of the LP, EHA and TAF processes becomes common place in universal settings with volumes increasing significantly in schools and other settings• Family issues are resolved by accessing targeted services which meet their needs		<ul style="list-style-type: none">• Families are in receipt of the support they need in their communities and from individuals and or agencies that they are in contact / have a relationship with• Families with emergent problems do not enter the social care system• Beneficiaries of EHA and TAF processes do not re-present for further support	
Strategic Links	<ul style="list-style-type: none">• Early Intervention and Prevention Strategy• CYPS Service Improvement Plan		<ul style="list-style-type: none">• Successful contribution to the achievement of outcomes of strategy• Successful contribution to the achievement of plan objectives	

Continuous Improvement			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> • Improve collaborative working • Increase and improve integration • Improve monitoring, evaluation and assessment of impact • Develop our workforce 	<ul style="list-style-type: none"> • Improve the use of performance and intelligence • Improve targeting of services for those most in need • Develop and embed new ways of working • Improve interface between partner agencies and teams 	
3.3 Enabling those with more complex needs to receive early help swiftly and in a manner most likely to stop the problem escalating			Operational Objective
Lead Service	Early Intervention and Prevention Services	Lead area	All Service Managers
Lead manager	Deborah Bell	Lead officer	Intensive Key-work Team Leader
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> • Social Work Team Managers and social workers • Early Intervention and Prevention Service Managers and practitioners as required • Identified lead professionals • Allocated key-worker in the absence of and identified lead professional • ICT systems including Clearcore 	<ul style="list-style-type: none"> • Available resources work collaboratively to that families with complex and multiple problems are identified at the earliest opportunity • Available resources work collaboratively to ensure that the families in question are in receipt of the support they need to resolve the problems before statutory intervention is required 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> • MASH / Triage Managers / practitioners • Early Intervention and Prevention Service Managers and practitioners • Identified lead professionals • Allocated intensive key-worker in the absence of and identified lead professional • Intensive Key-worker Team Leader and Team • MASH / Triage process • EIPS allocation and tracking process • Clearcore outputs and analysis 	<ul style="list-style-type: none"> • The activity of colleagues as details and the associated processes they apply, enable early and swift identification of multiple and complex family problems • The activity of colleagues as details and the associated processes they apply, enable families to receive the support they require in a seamless and timely manner • One lead professional is identified and leads the process of coordinating a planned response to identified problems 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> • The number of emergent and more complex problems identified and resolved in via referral to early intervention and prevention • The number of cases that are identified as requiring intervention during the referral and assessment process but don't meet statutory thresholds that are referred to one or a combination of early intervention and prevention services comprising: <ul style="list-style-type: none"> - referred to child and family development services (Children's Centres and Early Years) - referred to targeted programmes including parenting - referred to key-working services 	<ul style="list-style-type: none"> • Increase in the number of emergent and more complex problems identified and resolved in via referral to early intervention and prevention • Increase in the number of cases that are identified as requiring intervention during the referral and assessment process but don't meet statutory thresholds that are referred to one or a combination of early intervention and prevention services comprising: <ul style="list-style-type: none"> - referred to child and family development services (Children's Centres and Early Years) - referred to targeted programmes including parenting - referred to key-working services • Increase in number of family issues resolved via early intervention and prevention services 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> • Individuals and families have their issues and problems resolved at the earliest opportunity • Complex and multiple problems are resolved and the improvement in circumstances sustained • Families develop the resilience to avoid future repetition of presenting difficulties 	<ul style="list-style-type: none"> • Children and families equipped with skills, strategies and resilience to cope with and overcome the challenges identified in their plan and sustain their progress to self-reliance • Human and financial cost of poor outcomes avoided. 	

3.3 Enabling those with more complex needs to receive early help swiftly and in a manner most likely to stop the problem escalating				Operational Objective
Lead Service	Early Intervention and Prevention Services		Lead area	All Service Managers
Lead manager	Deborah Bell		Lead officer	Intensive Key-work Team Leader
Descriptors			Success Indicators	
Strategic Links	<ul style="list-style-type: none">• Early Intervention and Prevention Strategy• CYPS Service Improvement Plan		<ul style="list-style-type: none">• Successful contribution to the achievement of outcomes of strategy• Successful contribution to the achievement of plan objectives	

Continuous Improvement			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> • Improve collaborative working • Increase and improve integration • Improve monitoring, evaluation and assessment of impact • Develop our workforce 	<ul style="list-style-type: none"> • Improve the use of performance and intelligence • Improve targeting of services for those most in need • Develop and embed new ways of working • Improve interface between partner agencies and teams 	
3.4 Enabling those with more complex needs that have already escalated to resolve their problems			Operational Objective
Lead Service	Early Intervention and Prevention Services	Lead area	Intensive Key-working Service
Lead manager	Deborah Bell	Lead officer	Intensive Team Leader
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> • Social work team managers and social workers • Early Intervention and Prevention Service Managers and practitioners as required • Allocated key-worker in the absence of and identified lead professional • ICT systems including Clearcore 	<ul style="list-style-type: none"> • Available resources work collaboratively so that families with complex and multiple problems are 'stepped down' at the earliest opportunity • Available resources work collaboratively to ensure that the families in question are in receipt of the support they need to resolve their problems and move away from statutory intervention 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> • Social work team managers and social workers • Early Intervention and Prevention Service Managers and practitioners • Identified lead professionals • Allocated intensive key-worker in the absence of and identified lead professional • Intensive Key-worker Team Leader and Team • Referral and assessment process • EIPS allocation and tracking process • Clearcore outputs and analysis 	<ul style="list-style-type: none"> • The activity of colleagues as details and the associated processes they apply, enable outcomes of plans to be jointly delivered • The activity of colleagues as details and the associated processes they apply, enable families to receive the interventions they require to overcome problems that led to statutory intervention • Inputs of social workers and early intervention and prevention are complimentary, clearly differentiated and agree with respective accountabilities and skills sets • Family progress is effectively evaluated and monitored 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> • The number of more complex family problems which have resulted in statutory intervention are resolved with the input of early intervention services by: <ul style="list-style-type: none"> - child and family development services (children's centre and early years services); - targeted programmes including parenting; and - key-working services contributing to CIN, CP and LAC pathway plans. • The number of CIN and CP cases stepped down to early intervention services following plan completion • The number of families identified as 'troubled' in accordance with the requirements of the extend programme have their problems resolved in a sustained way. 	<ul style="list-style-type: none"> • Increase in number of CIN / CP and LAC pathway plans with the input of early intervention services including: <ul style="list-style-type: none"> - child and family development services (children's centre and early years services); - targeted programmes including parenting; and - key-working services • Increase in the number of CIN and CP cases stepped down to early intervention services following plan completion • Troubled families outcome targets are met 	

3.4 Enabling those with more complex needs that have already escalated to resolve their problems		Operational Objective	
Lead Service	Early Intervention and Prevention Services	Lead area	Intensive Key-working Service
Lead manager	Deborah Bell	Lead officer	Intensive Team Leader
Descriptors		Success Indicators	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> Individuals and families have their issues and problems resolved at the earliest opportunity Complex and multiple problems are resolved and the improvement in circumstances sustained Families develop the resilience to avoid future repetition of presenting difficulties. 	<ul style="list-style-type: none"> Children and families equipped with skills, strategies and resilience to cope with and overcome the challenges identified in their plan and sustain their progress to self-reliance Human and financial cost of poor outcomes avoided 	
Strategic Links	<ul style="list-style-type: none"> Early Intervention and Prevention Strategy CYPS Service Improvement Plan 	<ul style="list-style-type: none"> Successful contribution to the achievement of outcomes of strategy Successful contribution to the achievement of plan objectives 	

Continuous Improvement			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> • Improve collaborative working • Increase and improve integration • Improve monitoring, evaluation and assessment of impact • Develop our workforce 	<ul style="list-style-type: none"> • Improve the use of performance and intelligence • Improve targeting of services for those most in need • Develop and embed new ways of working • Improve interface between partner agencies and teams 	
3.5 Understanding and evidencing the impact of our work			Operational Objective
Lead Service	Early Intervention and Prevention Services	Lead area	Performance and Intelligence / ICT
Lead manager	Tom Murphy	Lead officer	All
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> • All service managers and practitioners • Management information systems • Performance analysis 	<ul style="list-style-type: none"> • Resources are being effectively deployed in order to produce a service specific 'performance web' • Management systems are aligned and developed in order that all divisions of service may record service activity undertaken in a manner that enables service effectiveness to be evaluated • Systems are streamlined to avoid inefficiency and duplication 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> • EIPS management information systems • Input, output, and outcome measures • Service activity to deliver outputs and outcomes • Service processes to record, monitoring and evaluate interventions 	<ul style="list-style-type: none"> • Inputs as outlined are agree with planned outcomes for the service and delivery required evaluative data • Systems enable the inputting of relevant data and evaluative information to inform service monitoring, evaluation and planning • Systems are configured in order to evidence impact and outcomes in accordance with the requirements of the extended troubled families programme • Practitioners are accurately recording case work to a high standard and in a manner that can be effectively audited 	
Outputs (Quantative change arising from input)	<ul style="list-style-type: none"> • A balanced performance scorecard for early intervention and prevention services containing qualitative and quantitative data re: service performance and impact • Family impact measures which meet the requirements of the troubled families programme 	<ul style="list-style-type: none"> • All service interventions are effectively recorded against agreed priorities, targets and planned outcomes • The service is able to consistently evidence the progress families are making as a consequence of its work • The service is able to evidence outcomes delivered by its own activity and that of partners in order to meet the requirements of the extended Troubled Families programme 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> • Families benefit from services that are clearly able to evaluate the difference (or not) its interventions are making to family outcomes • The service is able to advise stakeholders as to its effectiveness and efficiency • The service is able to quantify the reduction in financial and human cost made as a consequence of its activity • Families benefit from service areas being able to share data and intelligence in a safe and efficient way • Families benefit from services that are designed and targeted based on effective evaluation 	<ul style="list-style-type: none"> • Families benefit for services that are evidenced based and deliver outcomes as effectively and efficiently as possible Families receive the best quality service because inventions are effectively monitored and evaluated Stakeholders are able to make informed decisions about the services provided because there is a clear performance framework which provides the evidence to inform judgements. 	
Strategic Links	<ul style="list-style-type: none"> • Early Intervention and Prevention Strategy • CYPS Service Improvement Plan 	<ul style="list-style-type: none"> • Successful contribution to the achievement of outcomes of strategy • Successful contribution to the achievement of plan objectives 	

Continuous Improvement			Strategic Outcome
Early Intervention and Prevention Strategy Priorities	<ul style="list-style-type: none"> • Improve collaborative working • Increase and improve integration • Improve monitoring, evaluation and assessment of impact • Develop our workforce 	<ul style="list-style-type: none"> • Improve the use of performance and intelligence • Improve targeting of services for those most in need • Develop and embed new ways of working • Improve interface between partner agencies and teams 	
3.6 Ensuring families receive the highest quality service			Operational Objective
Lead Service	Early Intervention and Prevention Services	Lead area	Learning and Development
Lead manager	Tom Murphy	Lead officer	All
Descriptors		Success Indicators	
Resources (Human and financial)	<ul style="list-style-type: none"> • Corporate Learning and Development offer • Corporate performance management policies and procedures • HR recruitment and selection policies and procedures • Service Manager and practitioner capacity and expertise • External partner knowledge and experience 	<ul style="list-style-type: none"> • All referenced resources are focused on enabling and ensuring that staffing resources within the service are maintained at optimum levels in accordance with allocated budgets • All referenced resources work collaboratively to ensure all service staff have clear roles, responsibilities and collective and team performance targets in accordance with service priorities • Service learning and development needs are assessed and effectively responded to 	
Inputs (Investment/activity to generate outputs and outcomes)	<ul style="list-style-type: none"> • Service Training Plan • Service Performance Framework • Key-worker training programme • Service quality assurance activity including case auditing 	<ul style="list-style-type: none"> • The learning and development needs of the service are clearly understood • There is a plan in place which responds to these needs and ensures all staff undertaken all mandatory training • There is a clear relationship between performance management and learning and development needs • The quality of practice is consistently assessed 	
Outputs (Quantitative change arising from input)	<ul style="list-style-type: none"> • All staff have the requisite knowledge and skills to undertake their duties • 100% completion of mandatory training • 100% compliance with supervision and appraisal policy (monthly supervision and annual PaDA process) • Staff levels are maintained at required levels in order to provide planned services • HR processes including those concerned with managing attendance and performance are applied in accordance with corporate expectations and standards • 100% of case-work audited is assessed as 'good' 	<ul style="list-style-type: none"> • The service successfully delivers outputs and outcomes as detailed in the service plan • Individual whole job ratings for all service staff are graded at 'B' or above. • The service is fully compliant re: completion of mandatory training and associated performance targets • Resident satisfaction rates in relation to services provided is at 80% 'good' or above. • Staff satisfaction rates are rated at 80% 'good' or above 	
Outcomes (Qualitative change for families or communities)	<ul style="list-style-type: none"> • Family outcomes are achieved as a consequence of receiving the best quality support 	<ul style="list-style-type: none"> • The service successfully delivers planned outcomes as detailed in the service plan • Families benefit from managers and practitioners whose Individual whole job ratings for all service are graded at 'B' or above. • Families benefit from services provided by appropriately trained and qualified staff. • Residents express high satisfaction with service received • Staff express high satisfaction with their jobs, performance and the support and direction they receive. 	

3.6 Ensuring families receive the highest quality service				Operational Objective	
Lead Service	Early Intervention and Prevention Services		Lead area	Learning and Development	
Lead manager	Tom Murphy		Lead officer	All	
Descriptors			Success Indicators		
Strategic Links	• Early Intervention and Prevention Strategy • CYPS Service Improvement Plan		• Successful contribution to the achievement of outcomes of strategy • Successful contribution to the achievement of plan objectives		