

Commissioning Early Help

Market Position Statement 2016/17

Early Help - means ‘providing support as soon as a problem emerges, at any point in a child’s life’.

By ‘Early Help’ we mean the type of early intervention and support that can be provided when the needs of children, young people and their families are not being met by the provision of universal services, but they do not meet the threshold for a specialist service such Children’s social care.

Providing Early Help is more effective in promoting the welfare of children than reacting later. Early Help can also prevent further problems arising, for example, if it is provided as part of a support plan where a child protection plan has ended.

Effective Early Help relies upon local agencies working together to:

- identify children and families who would benefit from Early Help;
- undertake an assessment of the need for Early Help; and
- provide **targeted Early Help services** to address the assessed needs of a child and their family which focuses on activity to significantly improve the outcomes for the child (*Working together to safeguard children, 2015*)

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

Strengthening Families through Early Help

The national Troubled Families expanded programme, requires Local Authorities and their partners to engage in ongoing service reform according to evidence of effectiveness and savings. It aims to transform the way that public services work with families with multiple problems to take an integrated whole family approach, to help reduce demand for reactive services.

Under the local approach of “**Shropshire Strengthening Families**”, the Early Help process and provision are being integrated with the Troubled Families programme. We are working to align aims, principles and work towards jointly agreed Strategic Goals. We intend to further develop ways of working that will strengthen families at the earliest stage, making positive changes and building resilience to prevent problems from arising or escalating. We will work to sustain change and resilience following specialist interventions.

1. <u>Introduction</u>	5
2. <u>Context</u>	10
3. <u>Vision</u>	16
4. <u>Values</u>	17
5. <u>Early Help Need and Demand</u>	19
6. <u>Early Help Supply</u>	23
7. <u>Providing Early Help</u>	31
8. <u>Commissioning Early Help</u>	34
9. <u>How to contact us</u>	39
10. <u>Glossary</u>	40



1. Introduction: Why develop a Market Position Statement?

Local Authorities have been encouraged to introduce Market Position Statements as part of best practice in commissioning. A number of national bodies have promoted the importance of Market Position Statements as a way of developing a common and shared perspective of supply and demand (including any gaps in provision). The National Market Development Forum (NMDF) has produced a range of guidance. It is a partnership of leaders from local authorities, voluntary organisations, private service providers and national umbrella bodies.

In addition the Children's Improvement Board (CIB), established to support sector-led improvement in children's services, has worked closely with the Institute of Public Care at Oxford Brookes University to adopt good practice in the production of Market Position Statements for children's services. The CIB is a partnership between the LGA, the Association of Directors of Children's Services (ADCS) and the Society of Local Authority Chief Executives (SOLACE). It has been supported by funding from the Department for Education (DfE).

The CIB explains that:

"A market position statement is produced by commissioners, but is aimed at involving providers and families".

And that a good practice Market Position Statements is:

"An analytical, 'market facing' document that brings together material from the JSNA, CYPP and commissioning strategies into a document presenting the data the market and potential users need to know if they are to plan their future role and function.

Signals the commissioners' desired model of practice for a specific market segment, and how they will seek to influence providers who are not funded directly to provide those services.

Indicates the necessary changes, characteristics and innovation to service design and delivery the commissioner identifies as needed to meet the needs and preferences of the population using those services, and how commissioners will support and intervene in those markets".

Market Position Statements can include useful information for service providers to consider within business planning. A Market Position Statement can:

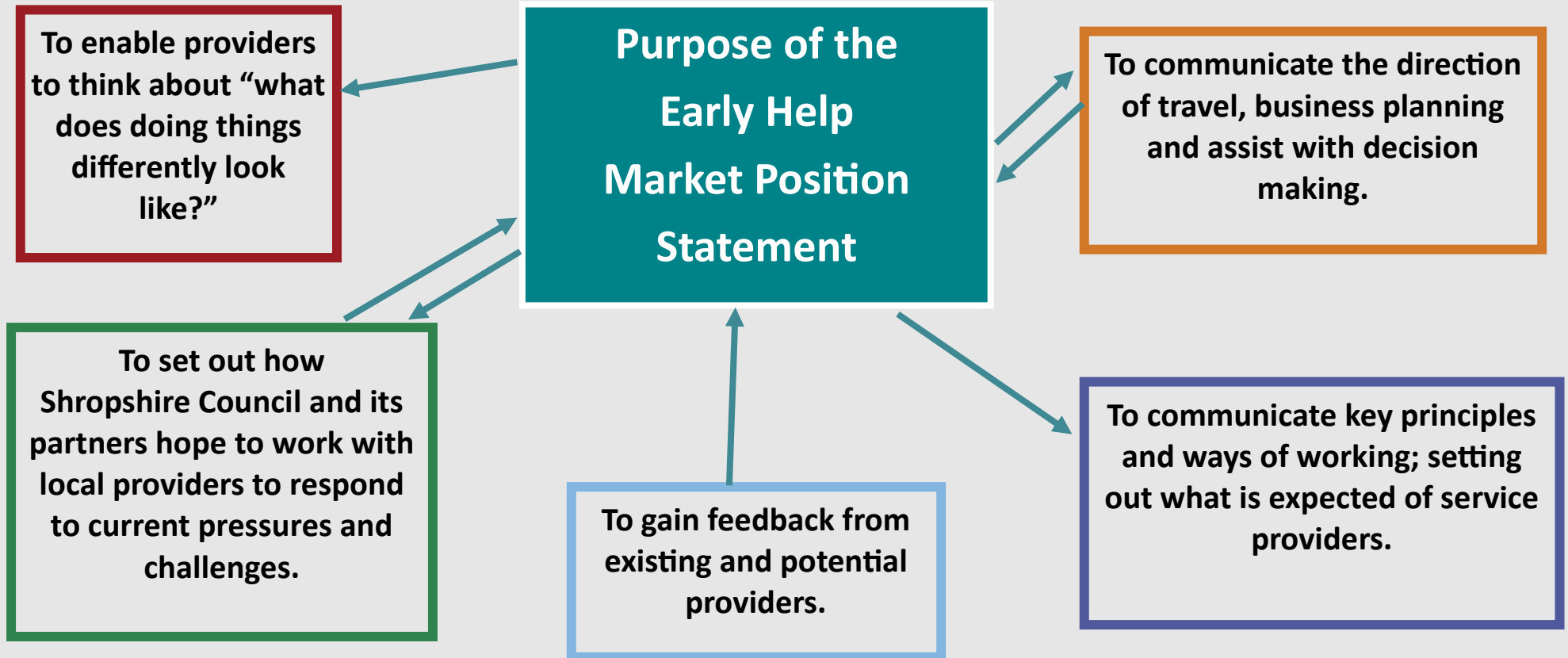
- ◆ Highlight levels of need within the population.
- ◆ Identify where services are already in place and where there are strengths and weaknesses or gaps.
- ◆ Describe identified trends and influences on the market.
- ◆ Communicate the commissioning budget available.
- ◆ Present the approach the local authority is taking, what it expects from the provider market and how commissioners aim to work with providers in future.

Provider services can also use a Market Position Statement to check that the Local Authority understands market challenges, need within the community, and has the mechanisms in place to appropriately engage with both current and potential providers.

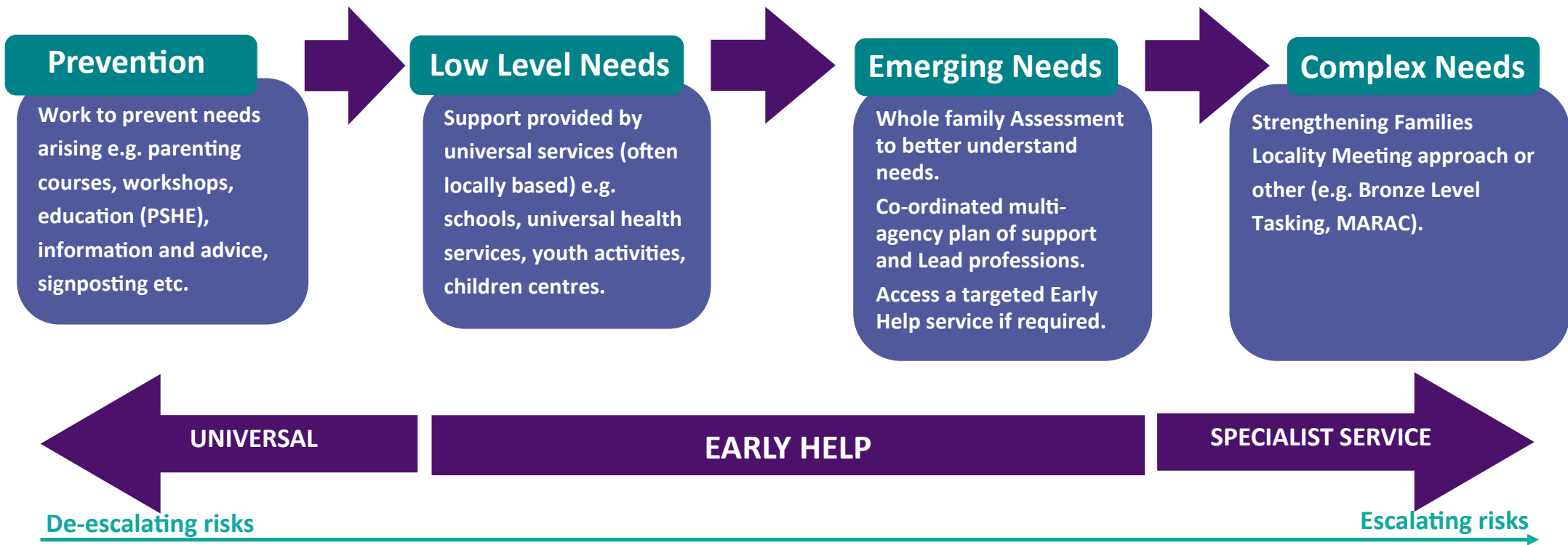
A Market Position Statement will be followed by more detailed information concerning the Local Authority's commissioning intentions, commissioning process and timescales.

Introduction

This Market Position Statement (MPS) for Early Help in Shropshire contains key findings from two recent assessments for Early Help: Needs Assessment and Market Assessment. These analytical documents have highlighted some key information of value to local service providers.



The Market Position Statement covers the whole spectrum of Early Help as set out in the diagram on the next page (both universal and targeted Early Help).



Throughout any Early Help Support provided, practitioners should consider whether a child or young person may be at risk of significant harm in which case a referral should be made to children’s social care.

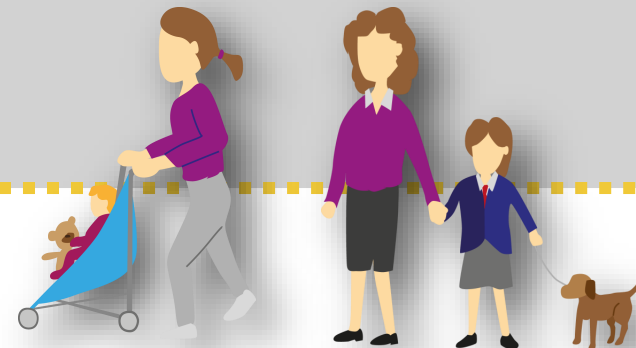
Universal: The majority of children in Shropshire who require services receive them through universal provision within their local community. Universal services actively promote key health and development messages; assess needs and potential risks at the earliest opportunity; and provide support designed to counteract risk and prevent need.

Early Help: Where there are specific additional needs of a child or issues impacting on parental capacity that are relatively low level, universal services may be able to take swift and helpful action within their setting community or to meet these.

Targeted Early Help: If a child or young person’s situation is not fully understood, or if there are indicators that a child and family would benefit from coordinated support from one or more agency, a Whole Family Assessment and/or Webstar assessment is completed with consent. The range of Early Help provision required is identified through the assessment and monitored and reviewed through an Whole Family Action Plan. A Whole Family Action Plan can also be put in place when risks and needs de-escalate and a child is “stepping down” from a social work plan or specialist service.

Strengthening Families Through Early Help Principles of Working

- ◆ Working takes into account and includes wherever possible the whole family
- ◆ Agencies and families will work together to agree one family plan
- ◆ The Lead Professional role is clear and robust and every family knows who their Lead Professional is
- ◆ Early Help and intervention is the focus and we will be clear about the families' level of need, making use of the Multi- agency Guidance on Threshold Criteria
- ◆ Intervention and support needs to have a cost saving principle; directing resources to best effect and building capacity
- ◆ We will ensure our communications are clear
- ◆ We will value and invest in the children, young people and families' workforce and the contribution they make to improving lives
- ◆ We are committed to making every contact count.
- ◆ We will monitor and evaluate our Early Help work, listening to the voice of the child and family to ensure effective and efficient outcomes are achieved.



Who is the MPS aimed at?

Shropshire Council is committed to developing **a diverse and responsive market.**

This document is aimed at existing and potential providers of support for children and families in Shropshire.

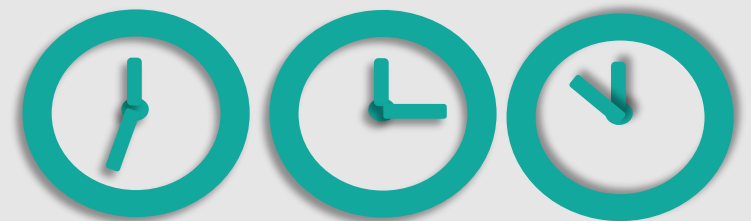
These include Shropshire Council services, schools, health and other public sector services, Voluntary, Community and Social Enterprise (VCSE) sector services, independent and private sector services, and those organisations wishing to enter the market for the first time.

The Market Position Statement may also be of interest to service user and advocacy groups, parents/carers and others interested in the vision for Early Help.

What time period does the MPS cover?

Due to a number of influences, Early Help is continually evolving.

To reflect the first period of the Shropshire Council Financial Strategy and Strengthening Families programmed targets, the Early Help strategy covers the period from 2016-2018.



2. Context

Draft V2

Understanding the context to Shropshire's Early Help offer is important for all stakeholders working to address the needs of children and their families and carers. There are strong national and local influences working to influence both demand for, and the supply of Early Help support.

National context

At the national level there have been a series of high profile and important reviews highlighting the need for Early Help and working to influence both policy and system design. Reviews include the Field Review (2010), Allen Review (2011), Marmot Review (2010, also known as 'Fair Society, Healthy Lives') and Munro Review (2011). All describe the need for preventative work and the early identification of needs and concerns in order to give children the best start in life, prevent problems from developing and help children and adults to reach their full potential. The 'Munro Review of Child Protection: Final Report A child-centred system' led by Professor Eileen Munro and published by the Department for Education in May 2011 stated:

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

In March 2015, Ofsted reported on a thematic review of Early Help named 'Early Help: whose responsibility?'. The review confirmed the importance of Early Help and set out clear lessons learned from local inspections and a series of recommendations for improvement. It led to the publication of clearer legislative requirements and national expectations set out in 'Working Together to safeguard children: A guide to inter-agency working to safeguard and promote the welfare of children', produced in 2015. Working Together 2015 highlights that, although local authorities have overarching responsibility for safeguarding and promoting the welfare of all children and young people in their area, the effectiveness and success of Early Help relies upon a wide range of stakeholders:

"A wide range of health professionals have a critical role to play in safeguarding and promoting the welfare of children including: GPs, primary care professionals, paediatricians, nurses, health visitors, midwives, school nurses, those working in maternity, child and adolescent mental health, youth custody establishments, adult mental health, alcohol and drug services, unscheduled and emergency care settings and secondary and tertiary care".



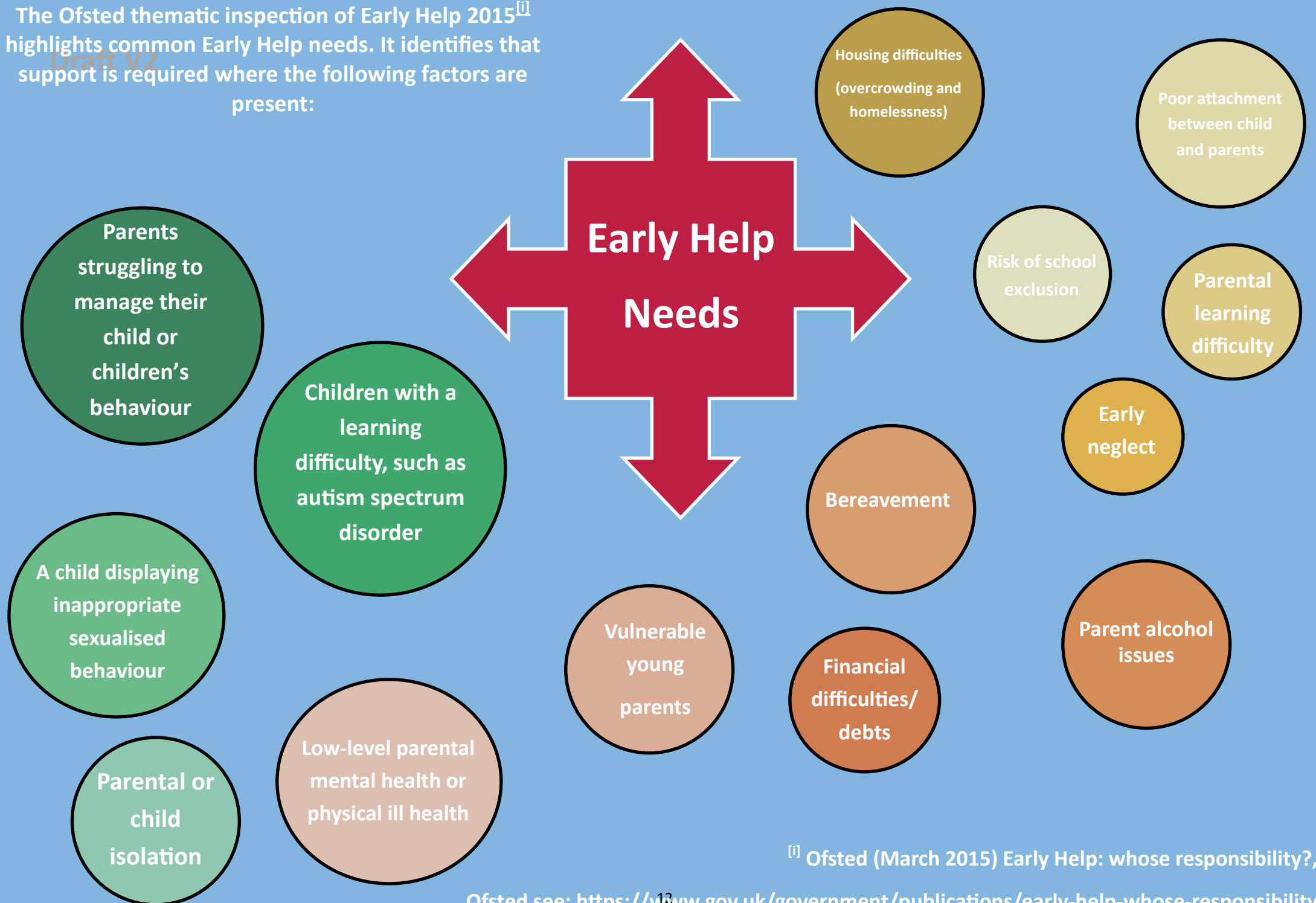
Working Together makes it clear that

“Everyone who comes into contact with children and families has a role to play”.

In responding to this national message, Shropshire Council recognises, that this Market Position Statement, must be relevant to all providers, not just those currently commissioned or interested in future commissioning opportunities. It is important that our approach includes and supports those non-commissioned providers working to contribute to Early Help outcomes.

National evidence also highlights that investment in Early Help from a wide range of agencies not only improves outcomes for children and families but provides value for money at a time when resources are subject to continuous scrutiny and challenge. The opportunity to contribute to invest to save strategies has benefits for a wide range of public services beyond Shropshire Council.

The Ofsted thematic inspection of Early Help 2015^[1] highlights common Early Help needs. It identifies that support is required where the following factors are present:



^[1] Ofsted (March 2015) Early Help: whose responsibility?,

Local Context

Strengthening Families and Early Help in Shropshire work within a partnership model to ensure that national influences and learning are well understood and considered within the development of local plans, processes and practice.

There is local recognition that Early Help relies on the effective engagement of a wide range of stakeholders and that it must be well aligned with other local strategies and developed through a partnership approach.

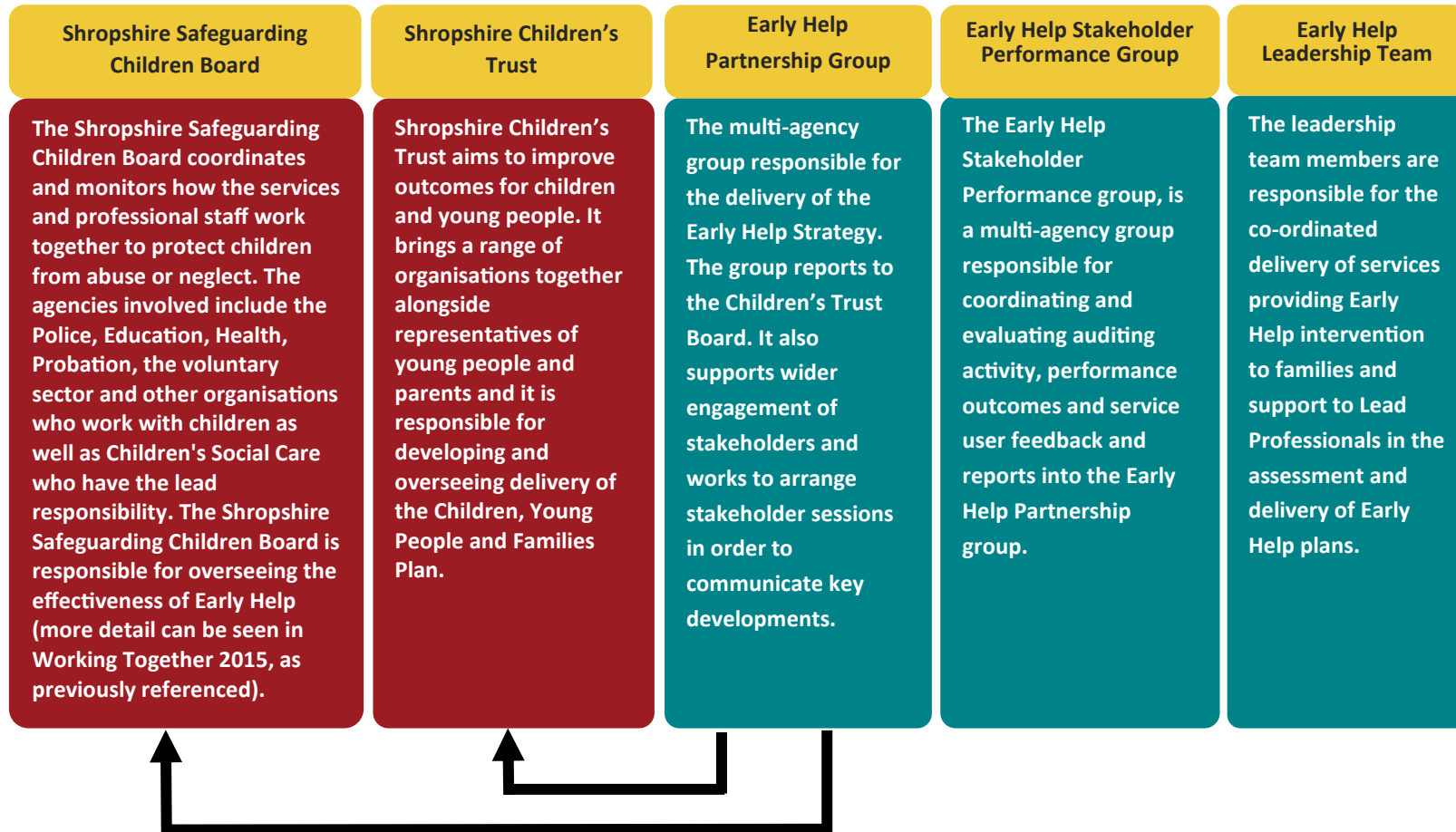
Shropshire's Early Help Strategy produced in 2016 provides more information concerning the local context. It reflects changes and further developments to the systems for identifying, assessing and providing Early Help, transformation of services and ways of working both in the organisation of children's services but also of other stakeholders and organisations including business and financial strategies of public services. The refreshed strategy also takes into account learning from a wide range of local and national sources including the Ofsted national thematic inspection of Early Help.

Within Shropshire, Early Help has been closely integrated with the Troubled Families programme, known locally as Strengthening Families. Work has been taking place to align to the aims, outcomes and principles of strengthening families with Early Help and work towards jointly agreed strategic goals. An Early Help Strategy has been produced to set out the local approach.

Early Help and Strengthening Families sit within a broader partnership framework briefly illustrated in the diagram below. There is recognition that these partnership boards and their sub groups share outcomes, values and ambitions.



Partnerships



Other Partnership Groups Early Help links with....



The work of these partnerships has a significant influence on Early Help in Shropshire; examples include the local review and planning of Child and Adolescent Mental Health Services, the sufficiency review of Children's Centre Provision and the review of Health Visiting and School Nurses. An emphasis on best use of resources has also focused attention on joint commissioning across local public services.

Early Help can secure better long term outcomes reducing pressure on specialist and acute services. It is therefore important within the current financial context within which all public services are operating. Early Help provides an opportunity to empower families and communities to take control over their own lives and develop the local support needed to gain independence from public and statutory services. This is key to the management of public sector budget pressures and fits with Shropshire's work to develop 'resilient communities' (a key theme and working group under Shropshire's work to implement the Better Care Fund).

Shropshire Council has produced its Financial Strategy for 2016/17 to 2020/21. It aims to develop a Sustainable Business Model, built around the concept of a self-sustaining Council no longer reliant of central government funding. The Council aims to be in a stronger position to approach future challenges proactively, rather than reactively, recognising that there are risks that new burdens are not fully financed and have to be met locally.

Core to Shropshire Council's transformation over recent years has been its establishment as a 'commissioning council'. This places emphasis upon robust commissioning and the application of clear commissioner/provider split where Council service delivery is retained rather than externalised.

There are a wide range of political, economic, social and technological influences both national and local likely to influence the future of Early Help in Shropshire. These have been explored in more detail within a Market Assessment and considered by Commissioners, but we encourage all providers to support Shropshire Council in its commissioning role by continuing to highlight national and local influences and communicate the challenges and opportunities those changes generate.

3. Vision For Strengthening Families Through Early Help (Early Help Strategy)

This vision for children and families sits within the wider council and partnership approach to focus on prevention and well-being through the offer of advice, support and assistance to the people and communities of Shropshire to help them help themselves. This vision sees the home and community as the first place to look for enabling care and support.

A child-centred and coordinated approach, working with the whole family to enable prevention and early assistance enabling both the voice of the child and the family is heard and their experiences of life are understood by all professionals working with them.

Early Help is accessible to parents and young people locally and through a single point of coordination, making Early Help available at the first signs of problems and at the first point of call.

Parents are provided with support and guidance to meet the needs of their children promoting their welfare through a positive experience of family life that takes into account the culture and needs of the family.

Systems and process for assessment, information sharing and review of Early Help are streamlined to reduce bureaucracy and maximise resource available for direct work with children and families.

Integration meaning continuity of support delivered across time and provision, this means delivering services designed around individual needs and requires input from service users.

Children, young people and families become stronger and more resilient through their experience of a solution focused and whole family approach.

Services are better joined up and provide better access to information.

Early Help services work to reduce the need for Child Protection and Looked After Child specialist services, but where this is required there is no unnecessary duplication or delay in providing the right service to protect children and achieve stability and permanence in their care arrangements.

Support to children and their families is provided by an equipped, knowledgeable, support, committed and combined workforce. This means that services have better knowledge of each other and communities that are able to galvanise and mobilise to support and provide services of good quality that are accessible and work well together.

Social work support is available to lead professionals in the identification and management of risk, increasing their skills and confidence in working with children, young people and families early including as needs step down from more specialist intervention.

4. Values

Shropshire Council's Commissioning and Procurement Strategies set out our commissioning approach and values and should be viewed alongside this Market Position Statement. Some of those key values have been highlighted below:

Partnership and integration

Partnership can be seen as a core theme in all our documents but we recognise that effective commissioning cannot be achieved in isolation. Collaboration with all stakeholder including other key services such as adult services, public health, housing and NHS partners is necessary if we are to achieve shared outcomes and a wider system of effective service delivery.



Outcomes focused

We recognise that good commissioning is outcomes focused and person centred. Outcome based commissioning focuses on what the service achieves rather than how it is run. In the past, public sector commissioners have purchased outputs, or activity, from a provider but tender documents and subsequently contracts now consider the impact required. We believe this gives our providers greater freedom and flexibility to both design solutions to identified need and measure the achievement of impact. Outcomes focused commissioning has the potential to deliver system wide service transformation and result in more effective services.

Coproduction

Coproduction is a level of engagement that arises from people being involved in the design and development of a service. People need to see the value of the service and feel able, and motivated, to do what is needed to make that service work. Research suggests that coproduction is effective because people who have designed the services they need feel a sense of ownership and are therefore more likely to remain involved over time and work to maximise the benefits they, and others, receive from the service.



Values cont.

Draft V2

Resilient communities

Shropshire's Early Help Strategy, Better Care Fund Plan, Health & Wellbeing Strategy, Children & Young People's Strategy 2012, Shropshire Council's Business Plan and Financial Strategy and the Adults Social Care operating model all contain references to, or are designed around the development of resilient communities. At the centre of the development of Resilient Communities is a shared vision by Shropshire Council, the CCG and partners to:

- Increase the availability (and demand for) of universal early advice, information and guidance provision.
- Have a very different conversation about what a person needs and how their needs can be met within their local community.
- Reduce demand on expensive specialised services.
- Build on the existing resilience in Shropshire's communities so that people are able to help themselves and others to be happy, healthy and independent.

Social Value

Commissioning for Social Value ensures that maximum benefit is derived from every pound of public money spent. Social Enterprise UK defines social value as "the additional benefit to the community from a commissioning/procurement process over and above the direct purchasing of goods, services and outcomes". Benefits may be social, economic and environmental. The Public Services (Social Value) Act 2012 requires all public contracting bodies to consider Social Value in all their commissioning and procurement activity. In response, Shropshire Council has produced a Social Value Commissioning and Procurement Framework

www.shropshire.gov.uk/doing-business-with-shropshire-council/social-value/

Social Action

Social action enables people to work together to improve their lives and solve local problems. It highlights the asset based approach to community development and the importance of locally based solutions that can reduce demand on public services. Shropshire has a strong culture of social action but recognises that there are opportunities to use the commissioning process and commissioner/provider relationships to enable greater social action. Examples include work to devolve power and resources, greater co-design, supporting the infrastructure behind social action and encouraging more people to volunteer and participate in local solutions to local need.



Draft V2

5. Early Help Need and Demand

Strengthening Families Problems and Early Help Needs

An Early Help needs assessment has been carried out, taking into account the alignment of Early Help and Strengthening Families in Shropshire.

The six Troubled Families “problems” and the needs identified within the Ofsted Early Help thematic inspection provided a structure to understand the need for Early Help of children and families in Shropshire, with the problems being identified as predictors for the need for Early Help support. Using this framework, the needs assessment reviewed a wide range of data.

The diagram opposite shows the six problems/ criteria matched to the needs identified in the Ofsted thematic report:

1. Parents or children involved in crime and/or anti-social behaviour

- ◆ Parents struggling to manage their/children’s behaviour
- ◆ Child’s low self esteem
- ◆ Child showing signs of engaging in anti-social or criminal behaviour

2. Children who have not been attending school regularly

- ◆ Risk of school exclusion
- ◆ Child’s low self esteem
- ◆ Vulnerable young parents
- ◆ Parental learning difficulties
- ◆ Early neglect
- ◆ Child showing early signs of abuse or neglect
- ◆ Child who is a young carer

3. Children who need help; children of all ages, who need help, are identified as in need or are subject to a child protection plan

- ◆ Children with a learning difficulty
- ◆ A child displaying inappropriate sexualised behaviour
- ◆ Early neglect
- ◆ Housing difficulties (overcrowding/homelessness)
- ◆ Poor attachment between parent and child
- ◆ Child who is disabled & has specific additional needs
- ◆ Child who is a young carer
- ◆ Child showing early signs of abuse or neglect

4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness

- ◆ Housing difficulties (overcrowding/homelessness)
- ◆ Financial difficulties/debts
- ◆ Parental learning difficulties

5. Families affected by domestic violence and abuse

- ◆ Child displaying inappropriate sexualised behaviour
- ◆ Parents or child isolation
- ◆ Early neglect
- ◆ Child showing early signs of abuse or neglect
- ◆ Child’s low self esteem
- ◆ Housing difficulties
- ◆ Parental alcohol misuse
- ◆ Family circumstance presenting challenging to child

6. Parents and children with a range of health problems

- ◆ Low parental mental health or physical health
- ◆ Bereavement
- ◆ Parental alcohol misuse
- ◆ Vulnerable young parents
- ◆ Poor attachment between parent and child
- ◆ Early neglect
- ◆ Family circumstances presenting challenges to the child
- ◆ Child carer

Draft V3 Needs by Strengthening Families locality areas

As part of Strengthening Families, six geographies (Strengthening Families areas/localities) have been developed based around the Children Centre areas, with each Strengthening Families area being comprised of a number of Children's Centre Areas.

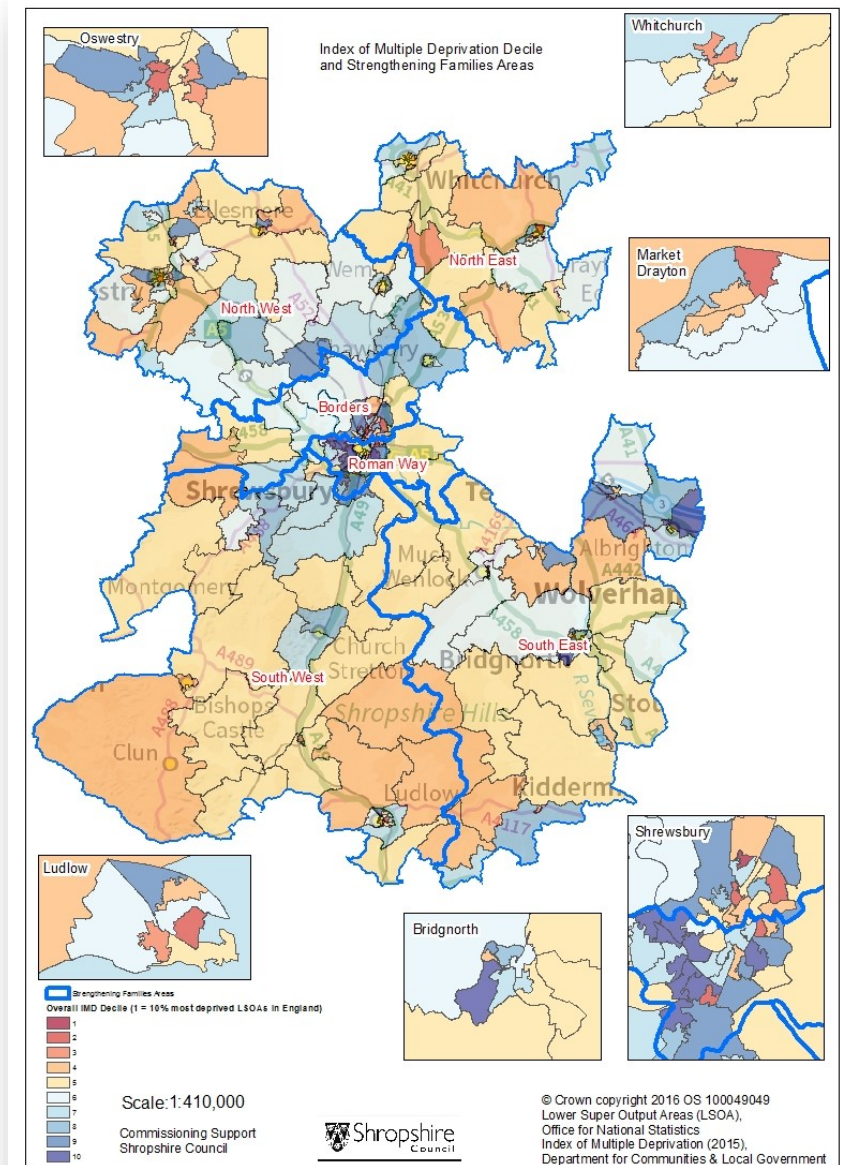
Within the needs assessment, Early Help needs were considered at a population level as well as at a locality level.

The map opposite shows the Strengthening Families area by Index of Multiple Deprivation.

When compared to the Shropshire rate, the rate of children aged 0 to 15 affected by income deprivation in each area is as follows:

- Borders** area has a 73.7% higher rate
- North East** area has a 9.1% higher rate
- North West** area has a similar rate to the Shropshire rate
- Roman Way** area has a 21.6% lower rate
- South West** area has a 23.7% lower rate
- South East** area has a 20% lower rate




Strengthening Families Areas by Index of Multiple Deprivation



Draft V2 Early Help needs across Shropshire

The following table shows a comparison of each area to the Shropshire rate for the indicators used within each Troubled Families problem.

Troubled Families Problem	Indicator	North East	North West	Borders	Roman Way	South East	South West
		Rate	Rate	Rate	Rate	Rate	Rate
1. Parents and/or children involved in crime and/or Anti-Social Behaviour	Crime: Under 18s committing a proven offence	Green	Yellow	Red	Red	Green	Green
	Crime: Over 18s committing a proven offence	Red	Yellow	Red	Red	Green	Green
	Anti-Social Behaviour: Under 18s	Green	Green	Red	Red	Green	Red
	Anti-Social Behaviour: Over 18s	Green	Green	Red	Red	Green	Green
2. Children who have not been attending school regularly	Children persistently absent	Yellow	Red	Red	Green	Yellow	Green
	Permanent Exclusions	Green	Red	Red	Green	Green	Yellow
	Children with 3 or more Fixed-Term Exclusions	Red	Yellow	Red	Green	Green	Green
	Children in alternative education provision for children with social, emotional and behavioural difficulties	Green	Red	Red	Green	Green	Yellow
	Children Missing Education	Yellow	Green	Red	Green	Yellow	Green
3. Children who need help	Not taking up Early Years (2yr olds)	Red	Yellow	Red	Green	Green	Red
	Not taking up Early Years (3/4yr olds)	Green	Yellow	Red	Green	Red	Yellow
	SEN code of Social, Emotional and Mental Health	Green	Green	Red	Green	Green	Green
	Children (aged 0 to 15) who provide unpaid care (young carers)	Red	Yellow	Red	Yellow	Yellow	Green
	Children supported by an Early Help Plan	Green	Yellow	Red	Green	Green	Green
	Children on a CIN Plan	Yellow	Yellow	Red	Green	Green	Green
	Children on a Child Protection Plan	Red	Red	Red	Green	Green	Green
	Looked After Children	Red	Yellow	Red	Yellow	Green	Green
4. Adults out of work or at risk of financial exclusion or young people at risk of worklessness	Free School Meals	Red	Yellow	Red	Green	Green	Green
	Children (aged 0 to 15) in families in receipt of Child Tax credit (,60% median income) or income Support/Job Seekers Allowance)	Red	Yellow	Red	Green	Green	Green
	Children (aged 0 to 15) affected by income deprivation	Yellow	Yellow	Red	Green	Green	Green
	Young People not in education, employment or training (NEET): age 16-19	Yellow	Yellow	Red	Yellow	Green	Green
	Young People at risk of being NEET (2018 Leavers)	Red	Yellow	Red	Green	Yellow	Yellow
5. Families affected by domestic violence and abuse	Police domestic violence incidents	Red	Yellow	Red	Yellow	Green	Green
6. Parents and children with a range of health problems	Police mental health warning marker (aged 18+)	Red	Red	Red	Yellow	Green	Yellow
	Children (aged 0 to 14) with a long term health problems or disability	Yellow	Yellow	Red	Yellow	Green	Green
	Children with bad or very bad health (aged 0-15)	Red	Yellow	Red	Green	Yellow	Green
	School action plus—note the rates relate to areas within the SF areas	Red	Green	Red	Yellow	Red	Green
	Children with a moderate learning difficulty -note the rates related to areas within the SF areas	Red	Yellow	Red	Green	Yellow	Red
	Children with specific learning difficulties—note the rates related to areas within the SF areas	Green	Green	Yellow	Yellow	Yellow	Red
	Childhood obesity—note the rates relate to areas within the SF areas	Yellow	Red	Yellow	Green	Yellow	Red

Key	
	More than 10% higher than Shropshire rate
	Similar to Shropshire rate (between 10% higher and 10% lower)
	Less than 10% lower than Shropshire rate

- ◆ The Borders area shows the highest level of need across almost all the elements of each of the problems.
- ◆ The North of Shropshire appears to show higher rates of need than the South for many indicators.
- ◆ The North East area shows higher needs across elements of each of the six problems.
- ◆ The North West area shows higher needs across elements of three of the six problems (children who have not been attending school regularly, children who need help and health).
- ◆ The South West area has high needs across elements of three of the problems (crime and anti-social behaviour, children who need help and health).
- ◆ The South East area has a high need for elements across just two of the problems (children who need help and health).
- ◆ The Roman Way area has higher needs within the problem of crime and anti-social behaviour only.

Around **1380** families in Shropshire have **2** or more of the Troubled Families problems.

Out of these families, children **not attending school** and **worklessness/risk of financial exclusion** were the most commonly faced problems *

These families are located throughout Shropshire which means Early Help needs to be **available to everyone**, regardless of where they live.

Borders has the highest number of families with **2** or more problems (**24%**).

Attitude to self-esteem and emotional well-being

is the most common need identified for families being worked with by a targeted Early Help service (**85%** of all families had this as an issue).

The average age of children being supported is **9**.

In the last 6 months, around **583** children have been supported by Early Help at a targeted level (*co-ordinated support by one or more agency*)

Child and parent relationships was an issue for many families (**78%**) and also **other relationship difficulties (71%)**

Children of all ages are supported by Early Help, but most children receiving support are aged 5 to 15 (**73%** of all children)

60% were male

There are an average of **82** referrals a month to targeted Early Help services (via the Early Help Referral)

**Note that health data on an individual level was limited and therefore unlikely to be identified as a combination.*

Draft V2 6. Early Help Supply

A Market Assessment of Early Help has been produced to give an insight into current and potential provision of Early Help support within Shropshire. However, we recognise that our research and available information is only part of the picture and that ongoing dialogue is needed between commissioner and the provider market to better understand issues around demand and supply. A summary of our key findings and conclusions is included below.

Shropshire is a rural county, with businesses formed predominantly of small and medium enterprises within retail, hospitality and banking. The county has a large and diverse VCSE sector with national figures indicating higher than average levels of social action. Available data from the Ipsos MORI survey of charities and social enterprises carried out in 2010 suggests that Shropshire is home to:

- 214 Shropshire VCSE organisations working with children aged 15 or under
- 165 organisations working with young people aged 16-24
- 85 organisations working with carers and parents

The same data source (P13) indicates that:

- 60% of Shropshire's VCSE sector provide a public service or another type of service (such as childcare, education, and community support).
- 14% provide advice to individuals
- 13% provide befriending or emotional support.

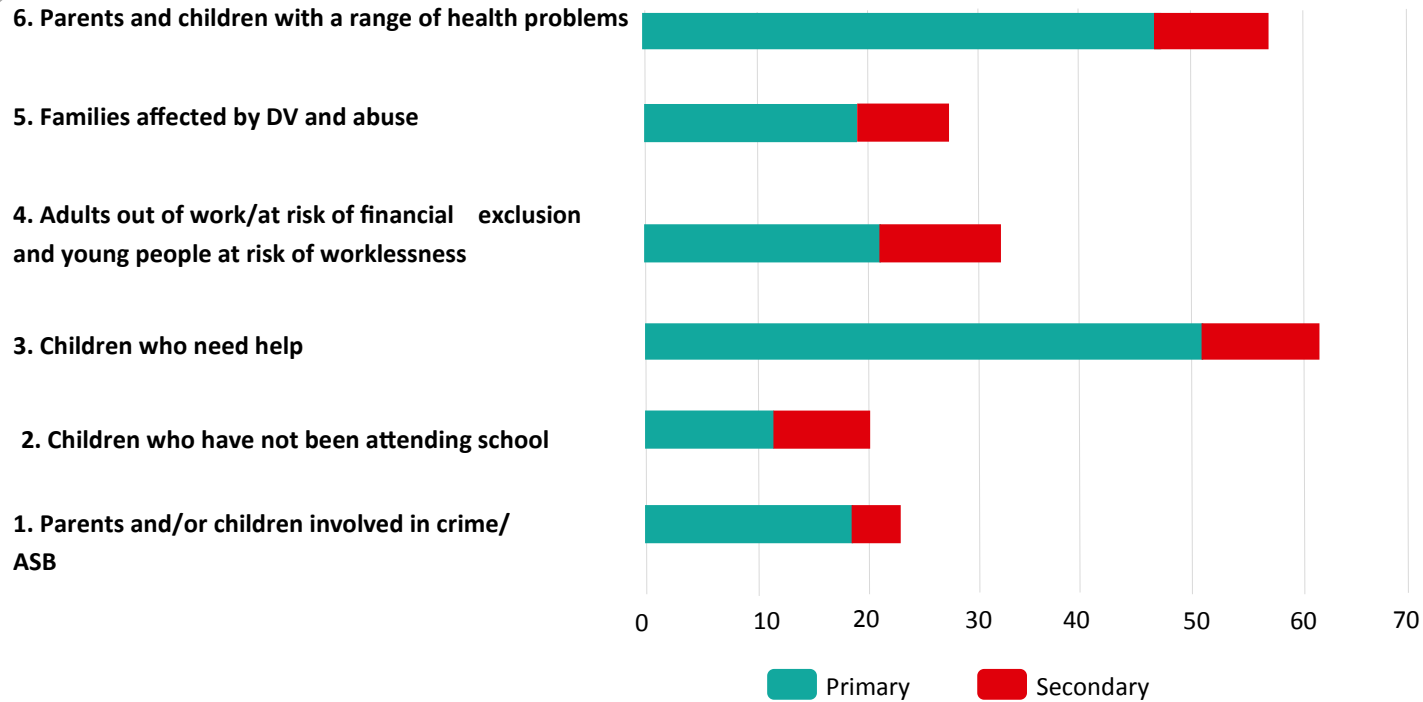


A mapping exercise was undertaken in 2015 using information gathered from Strengthening Families locality meetings. The mapping was used as a basis for Market Research which identified, a total of 115 organisations contributing to Early Help.

Of the 115 organisations:

- 57% were VCSE sector, 39% public sector and the remaining 4% were private sector and other types of providers.
- 83% of the 115 services were offered on a countywide basis suggesting relatively low levels of area specific activity.
- A small majority of services offer age specific support, but 43% offer 'all age services' and a further 12% work with 0-25 year olds.
- A majority of VCSE providers used volunteers to support service delivery with an average of 39 volunteers per services, however, the number of volunteer hours was relatively low with 2 hours a week an average.
- Around 34% of the 115 services are not commissioned or a public sector service (34% are financially supported by Shropshire Council in some way and 32% are public sector services). This suggests a strong contribution from non-commissioned support.
- Greater proportions of organisations support the predictors 3 (children who need help) and 6 (parents and children with a range of health problems), with predictors 2 (children who have not been attending school) and 1 (parents and or children involved in crime or ASB) seeing lower numbers of providers.

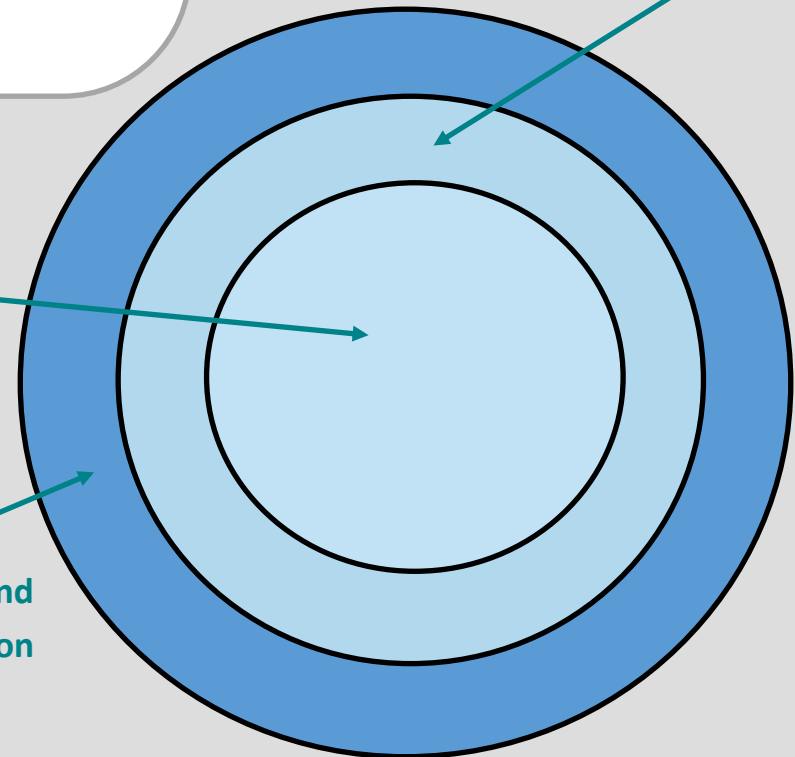
Market Delivery of Early Help Outcomes



Early Help in Universal Services such as schools and public sector services

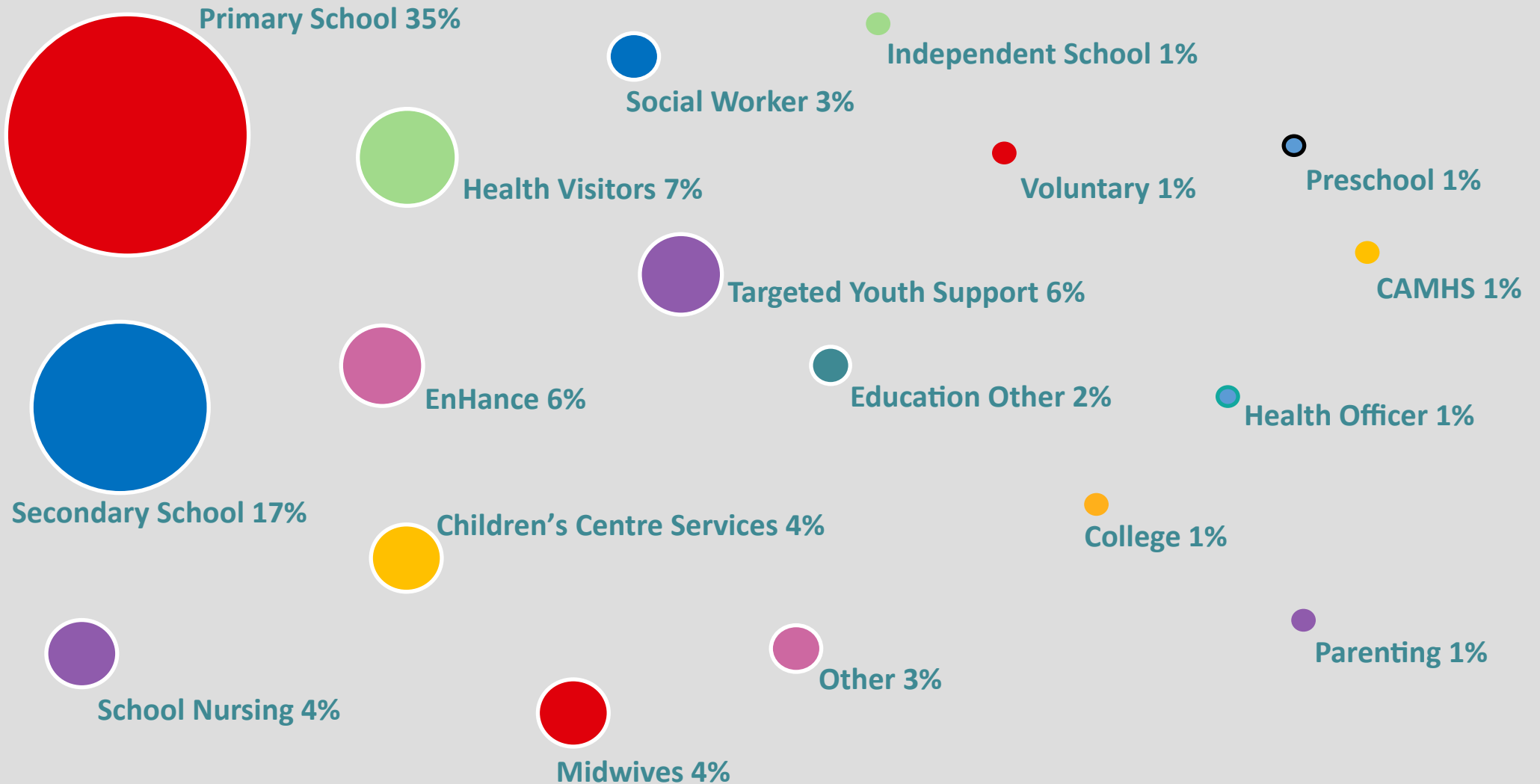
Targeted Early Help Services (VCSE commissioned and in-house Shropshire Council provision).

Non-publicly procured VCSE and community based provision



The picture of current Early Help provision can be simplified into three key areas shown here:

Draft V2
The Needs Assessment and Market Assessment have both highlighted the importance of the lead professional role within Early Help and the chart below highlights the contributions from different providers, suggesting that schools are contributing significantly but there may be more work needed to support other providers in working as lead professionals.



The Early Help services currently commissioned by Shropshire Council or delivered in house are shown in the table below:

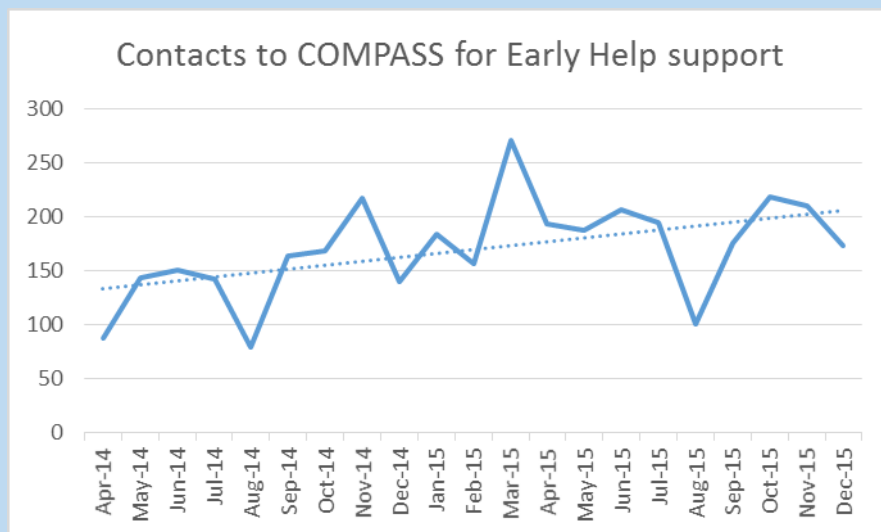
Service	Purpose of Service	Where provided?	How provided?
Targeted Youth Support (TYS)	TYS is a specialist early intervention and prevention service for vulnerable young people aged 11-19, providing a range of support in order to help them gain the resilience and skills they need to progress into adult life	Countywide. At school, at home, at youth centres and other community venues. Venues to suit the young person's plan, interests and needs.	*Mostly 1-1 *Some group work (on a needs basis) *Co-coordinating the Early Help plan when Lead Professional
EnHance	EnHance has been developed to fully integrate into the overall Shropshire Early Help offer and aims to provide a flexible service, using a variety of interventions, to build resilience in children, young people aged 0 -19 and their families.	Countywide. At school, at home, at youth centres and other community venues. Flexible with venues - wherever is best for service users	*1-1 with young person and/or parents as well as whole family approach. *Parenting - group work and 1-1 *Co-ordinating the Early Help plan when Lead Professional
Parenting Support	Offers a range of support to parents and practitioners including 'understanding your child' courses.	*Countywide. *Groups/workshops: Children's Centres, schools and community venues *1-1: Home	*Groups, workshops and 1-1 parenting support *Co-ordinating the Early Help plan when Lead Professional
Children's Centre Services	Children's centres are intended to be a 'one stop shop' for all children under five and their families and offer a wide range of both universal and targeted services within the community	Countywide. *Universal: Children's Centres *Targeted: At home, Children's Centres, Flexible with venues - wherever is best for service users	*Universal: Groups, Drop in *Targeted: 1-1 with family, group work, 1-1 work within drop in groups *Co-ordinating the Early Help plan when Lead Professional
Lifelines	a county-wide project aimed at children aged between 5-16 who have experienced a bereavement and are suffering from unresolved grief	Countywide. In the school environment (support), at home (assessment and review).	*1-1 therapeutic support for young people. With parents/carers for assessment and review. *Co-ordinating the Early Help plan when Lead Professional
British Red Cross Young Carers	Provides support for young people aged 5 to 18 years who carry out significant caring tasks and assume a level of responsibility, which would normally be undertaken by an adult	Countywide	*Groups and activities *1 to 1 support
Autism West Midlands	Autism West Midlands has a team based in Shropshire working with families/carers and professionals working with children with autism and autistic traits aged 0-18 years.	Countywide	*Group support *1 to 1 support by phone and face to face *Training * Professional advice and support

Draft V2 Targeted Early Help

It is hard to provide an overall picture of supply for all the services listed in the previous table. Targeted Early Help services include a range of different forms of support and intervention types covering:

- ◆ Information, advice and support for parents and carers
- ◆ Group work and activities
- ◆ One to one support
- ◆ Drop in sessions and accessible support services
- ◆ Professional advice, support and training

Because of the different forms of support offered, some families may access services from multiple providers and therefore it is difficult to determine the total number of families and children that currently access Early Help services support. However we can provide an overview with the data below...



The demand for Early Help support is increasing:

Contacts to Compass for Early Help support April to December 2014 - 1292
 Contacts to Compass for Early Help support April to December 2015 - 1660

Compass is Shropshire's Multi-Agency and Safeguarding Hub: a single point of referral for professionals and the public seeking advice or assistance with a concern for the welfare or protection of a child or young person.

In 2015 there were*:

1. an average of 85 Early Help targeted referrals completed each month (just under 3 a day or 14 referrals per service per month)
2. an average of 65 new cases a month.
3. Effective closures for 48% of targeted cases, partially effective closures for 35% of cases and only 17% were considered not effective for reasons such as no longer engaged or withdrawal of consent.

1. Includes EnHance, Children's Centres, Lifelines, Targeted Youth Support, Parenting Practitioners CAMHS.
2. Includes Targeted Youth Support, EnHance and Parenting Support.
3. Includes Targeted Youth Support, Parenting, Children's Centre Services and Lifelines

Strengths

- The market features a mix of general support services for children and their families and more specialist providers.
- Diversity of supply - organisations specialising in a wide range of different support types and covering the range of Early Help needs identified on page 10.
- Evidence suggests that there is a strong culture of partnership working within Early Help and that the workforce is well engaged and accessing practitioner training.
- The data highlights the essential role schools play within Early Help, particularly within referral and lead professional roles (70% of Early Help Assessments are made by schools).
- COMPASS—Advice on offering and providing Early Help

There are some good examples of collaboration and consortia within the wider market.

Particular market strengths include:

- ◆ Provision of information and support for families with SEND.
- ◆ Youth support activity and infrastructure support for youth groups.
- ◆ Support for families where autism is a feature of need for support.

Gaps and Opportunities

Mediation, befriending and general peer support (not specialised for any specific user groups or types of need) are provided by only a very small number of services.

Some support services contribute to meeting Early Help needs but are more adult focused in nature rather than child-specific, an example is domestic abuse.

There are lower levels of referrals and engagement within Early Help from Early Years providers and higher education providers meaning that the majority of support is for school aged children (as a result, children younger or older than school aged, or those who do not display any needs within the school environment, may be missed).

Housing support provision was considered within the market assessment due to the number of housing support providers contributing local support that works to address Early Help needs.

There are some areas of correlation between the needs assessment and market assessment that need to be further explored:

The needs assessment highlights a strong need for support to address financial exclusion and parents who are workless/at risk of worklessness, but this does not feature very strongly within the market assessment or within currently commissioned provision.

The needs assessment highlighted that children absent from school was a significant area of need and yet this category had the smallest number of providers contributing to its achievement.

Another area of significant need highlighted within the needs assessment is around relationship difficulties and low level mental health needs. There are support services in place within the market but it is possible that this needs further attention within the commissioning process and partnership working with commissioners leading developments in Mental Health.

The data analysis within the research has suggested that there may be more opportunities to improve step down from targeted Early Help support and ensure that longer term support is available to prevent further needs from developing.

We undertook a PESTLE for the Early Help Market as a whole and this highlighted some significant influences acting as drivers for the Early Help market. We also undertook an analysis of key market concerns highlighted by the VCSE sector. Some of our key findings are highlighted below as drivers and pressures.

Market Drivers

- Public sector transformation and budget pressures
- Commissioning of outcomes rather than activity
- Joint commissioning and alignment of public resources
- Externalisation of public sector services
- Prevention agenda to reduce long term costs
- Welfare reform
- Digitalisation of services and technological transformation
- Behavioural change to drive independence and empower individuals
- Generation of social action
- Developing understanding of social value and the importance of impact and outcome measurement

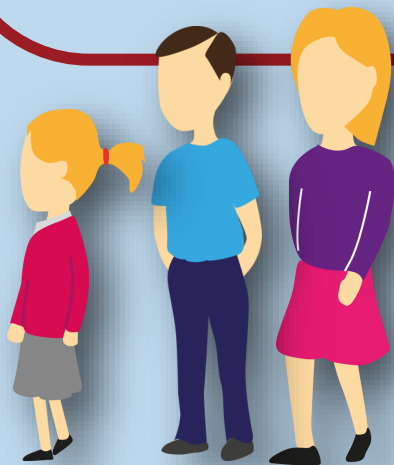
Market Pressures

- With public sector budget pressures, contract values are decreasing.
- There is increasing competition for service delivery contracts.
 - Many external sources of finance have ceased and organisations are finding it difficult to maintain diverse income streams.
- Services report more individuals and families are experiencing complex and multi-faceted needs over multiple areas such as debt, housing, transport, health, social isolation.
- A lack of resources for infrastructure and back office costs has put pressure on volunteer recruitment and management.
- Services are facing economic pressures such as rising costs, and the impact of workplace pensions and the increase in the national minimum wage.
- Many providers are making redundancies and the workforce is decreasing as a result.

7. Providing Early Help

Shropshire Council recognises that it only commissions a proportion of the services contributing to the achievement of Early Help outcomes in Shropshire. However, we hope that by communicating what we are looking for from providers, this will support both current and potential new providers in preparation for commissioning opportunities and improve opportunities to work in a more collaborative way.

Communicating our expectations can also help us to further develop commissioner/provider relationships. We hope local providers will help us to manage our expectations, challenging us where necessary, so that our demands of providers are both ambitious, fair and realistic.



As we progress through service transformation we aim to work with those Early Help services focused on:

Draft V2

The whole family approach: Both national and local evidence highlights how important it is to work with a whole family rather than a child in isolation. When a child is in need of support this can have an impact and put a strain on relationships between family members, especially when family members respond to challenges in different ways. We are looking for service providers able to engage all members of the family, including Dads and male carers, so that support can be delivered in a way that creates a long term, positive way forward for the whole family.

The role of the lead professional: The coordination of effective support is essential in obtaining the best results within Early Help, particularly when support from multiple services is required. We aim to work with service providers equipped to:

- Develop and support lead professionals acting as a single point of contact; co-ordinating the delivery of the actions agreed by all practitioners involved, preventing overlap and inconsistency and empowering families.
- Respond to requests from other lead professionals, working effectively with those employed within other services and by other sectors.

Quality and impact: Shropshire Council recognises the challenges being faced by providers of Early Help in Shropshire but we encourage all providers, whether commissioned or self-supporting, to maintain their commitment to quality and impact. Service providers should be able to show the impact of their activities in terms of the outcomes they achieve rather than in terms of the number of people for whom they provide a service.

Ability to innovate: The focus on innovation has never been so acute as pressure on public sector budgets increases threatening the size of contract values. Many services have worked to reduce waste and find efficiencies, but with long term financial pressures there is also a need to transform services through new models of delivery and use innovative solutions to obtain greater financial sustainability. Shropshire Council and its partners recognise concerns around intellectual property, but hope to work with providers, where possible, to share new ideas and innovations in order to maximise the long term effectiveness of Early Help in Shropshire.

User engagement and feedback: As a commissioner, Shropshire Council places a strong emphasis on the importance of service user engagement from a child and parent/carer perspective. Within the commissioning of services we hope to see robust evidence of user involvement through service planning, design, delivery, review and development.

Provision of accessible support: Shropshire Council and its partners aim to work with service providers with a strong emphasis on all aspects of service accessibility. Service accessibility should be considered across a wide spectrum of factors including geographical, time, physical and digital, gender/equalities, language/faith/religion, and many more factors and considerations.

Commitment to collaborative working: The provision of Early Help support and the delivery of Strengthening Families in Shropshire is not possible without the involvement of a wide range of services and stakeholders. We aim to work with those service providers who recognise the need for a system approach with the commitment and skills needed to further develop and bolster the networks, partnerships and collaborative delivery arrangements that are needed to form an effective system of Early Help in Shropshire.

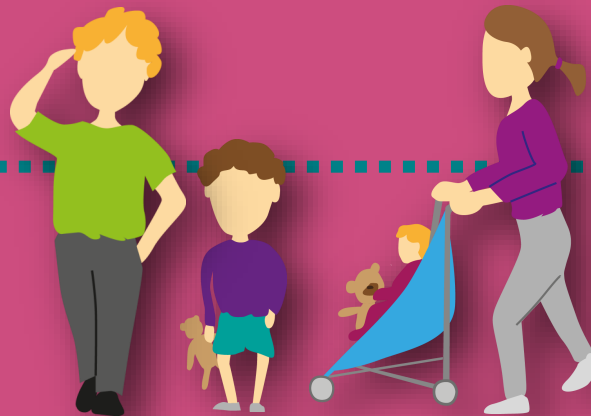
Compact awareness: Shropshire Council and its public sector partners are committed to the Shropshire Compact, an agreement that sets out how the public sector will work with VCSE organisations in Shropshire to adopt good practice in cross-sector relationships. We hope that the services we commission, whatever their sector, will abide by the good practice commitments set out within the Shropshire Compact. See: [www.http://vcvoice.org/the-compact/](http://vcvoice.org/the-compact/)

Delivery of change

We recognise that some Early Help providers will be interested in commissioning opportunities and some may continue to support the achievement of outcomes for children and their families without financial support from Shropshire Council.

However, we encourage all providers to work with us, where possible, to:

- ◆ Contribute to the understanding of needs on an ongoing basis, putting forward understanding of demand and how this is changing over time. Highlighting emerging needs and identified trends.
- ◆ Contribute to Shropshire Council's understanding of the Early Help market: highlighting gaps, concerns and the need for market development/support. Working collaboratively to agree ways of best meeting the needs identified.
- ◆ Make use of local training, agreed processes and the online Early Help tools and resources available in Shropshire. This will ensure all practitioners are best placed to offer preventative support and are ready to respond when Early Help needs are identified.
- ◆ Participate in local research such as workforce surveys.
- ◆ Support the development and integration of the Early Help workforce in Shropshire through a focus on skills and mutual support.
- ◆ Make best use of local on-line tools and resources to provide the information children and their parents/carers need to access support. Shared examples include the Family Information Service, Local Offer and Community Directory.
- ◆ Highlight and value local assets including buildings, equipment, skills and knowledge. Work to enable asset sharing for the benefit of children and families in Shropshire.
- ◆ Use local networks, events, activities and opportunities to inform service transformation – recognising that we can make a bigger difference together than alone.



Draft V2 8. Commissioning Early Help

Further budget reductions are projected over the coming years; and the resources within which we need to operate will continue to be extremely challenging. However, Shropshire Council remains committed to:

Partnership working. We aim to work with our partners and stakeholders to make the best use of available resources. We encourage all providers of Early Help to work with us to make our commissioning process as effective as possible.

Transparency. We aim to work in a way that is fair and transparent and provides equal opportunity within the provider market. We encourage challenge to address any concerns held by the provider market.

Proportionality. We recognise the importance of proportionality and managing our expectations of providers. We hope that the demands we place on providers are proportionate to the value of our financial relationships. We also encourage commissioned providers to report any concerns so that we may work together to overcome problems.

Information sharing. We aim to share the information we have available to assist providers in their work to apply for local and external opportunities. We hope the Early Help Needs Assessment will be widely used by the market to demonstrate need and influence future service design.

How will Shropshire Council work with providers of Early Help?

Policy development. We hope to use our national, regional and local networks to maximum affect, sharing information on best practice, new developments and to assist with horizon scanning and the local development and influence of policy and practice.

Improvement. We believe that improvement is possible despite the financial challenges we are facing.

Communication. We are committed to ongoing communication with all our stakeholders including the provider market (commissioned and non-commissioned). We understand the impact that local authority changes can have upon the market and we will continue to communicate any significant changes in the commissioning of Early Help as they become known.

Value and outcomes focused. We will remain committed to recognising social value and the importance of achieving outcomes. We hope to allow the freedom and flexibilities providers need to achieve social value and outcomes for children and families without unnecessary constraints imposed by commissioning practice. We encourage providers to adopt robust user engagement and involvement.

How will we support the market?

We recognise that as a commissioner, we have a role to play within Market Development.

We hope to support the market by:

- ◆ Maintaining a mixed model of commissioning across the Council, recognising that some outcomes are best commissioned at a local level and others may be more suited to countywide or sub-regional commissioning.
- ◆ Better aligning our resources within Shropshire Council and with other public sector commissioning opportunities where possible.
- ◆ Supporting our providers to keep up to date with developments in national investment programmes and explore new investment models.
- ◆ Continue to support the provider workforce with training and professional development.
- ◆ Working closely with providers to maintain and up to date understanding of the pressures being faced by Early Help providers.
- ◆ Sharing our information on possible market gaps. Working in partnership to consider how those gaps and weaknesses may be addressed.
- ◆ Supporting current and new consortia working arrangements to encourage mutual support within the provider market.
- ◆ Recognising the importance of infrastructure support, particularly for VCSE organisations working with volunteers. We encourage VCSE providers to involve us in the local design of infrastructure support.

Draft V2

Budget and timescales

The feedback we have received has highlighted that budget and timescales are key pieces of information that should be included within this Market Position Statement for the benefit of current and future service providers. However, the significant changes currently taking place within Early Help mean that we are not yet able to accurately determine the budget or timescales for the future commissioning of Early Help.

Significant work is currently under way to ensure that, in future, Early Help will be co-commissioned within a partnership arrangement between Shropshire's schools, Shropshire Clinical Commissioning Group and Shropshire Council. Although Shropshire Council will continue to play an essential role and coordinate partnership activity, we hope that future commissioning will take a collaborative approach and be more strongly influenced by the commissioning partnership. Work is currently taking place to review past arrangements and develop a new commissioning process for the future. For this new approach to be effective it is important that Shropshire Council does not work to set a budget or timescales in advance of the introduction of co-commissioning arrangements.

Details will be added to this page and a new version publicised as soon as this information is made available. We aim to produce an update in Autumn/Winter 2016/17.

Draft V2 What will we do next?

We will be using engagement events and partnership working to jointly identify next steps but our recent research suggests that there are a number of areas we need to consider:

- ◆ We will continue to ensure our approach is evidence based and further develop our needs assessment, working to fill identified gaps. We also recognise that we need to develop a more systematic approach to the collection, review and use of service provider data. The Market Assessment of Early Help was based on research but we recognise that we need to develop an approach jointly with the provider market that will support the future production of more robust market assessments.
- ◆ The assessment of needs has identified significant variations across geographical communities and between families on different income levels. We now need to understand how we can 'close the gap' and ensure that we provide support focused on meeting the needs of those in most need of Early Help.
- ◆ Our research suggests that Shropshire's Early Help offer could benefit from the more active involvement of the full range of bodies with a duty to safeguard and promote the welfare of children. It is recommended that work takes place to explore how housing, childcare providers, armed forces welfare organisations, a wider range of local VCSE organisations could play a more active role in Early Help (assisting those bodies in their work to fulfil their duties and meet requirements). It is becoming increasingly important to adopt a system focus for Early Help beyond commissioned and in-house delivery.
- ◆ Our research has highlighted the extent of the market made up of non-commissioned providers of support for Early Help needs. We need to better understand how we can work to support and engage those providers and understand how we can best enable social action and community resilience, particularly in the area of befriending, mentoring and long term family support.
- ◆ We believe we need to explore volunteering within Early Help in more detail. Volunteers are referred to within the national guidance 'Working Together to Safeguard Children' (2015) but our research has highlighted that despite a volunteer workforce in place within the market, volunteer hours are low and infrastructure to support volunteer recruitment and management is currently lacking local investment.

What will we do next cont.

- ◆ **We recognise the importance of accessible support for families and the role schools and children’s centres play at a local level. We believe there is further work we can do to explore accessibility in partnership with providers.**
- ◆ **We understand how important the involvement of health services is within Early Help. Partnership working is already in place between Early Help and the Healthy Child Programme Board but there appears to be potential to further engage school nurses, health visitors, midwives, GPs, mental health services and other services in Early Help and to play a role in the reviews and policy developments taking place within those service areas.**
- ◆ **We hope to work in partnership to explore gaps in the wider Early Help Market or where provision exists with an adult focus. We are keen to understand where there are opportunities to work differently to ensure services are promoted and offered to whole families.**
- ◆ **We have identified that there is a need to review how children and their families access and step down from Early Help to ensure that appropriate levels of support are available only when they are needed.**
- ◆ **We understand there could be more work to do to better understand how universal and specialist services best fit together within Early Help. We recognise the strengths and specialisms existing within the Early Help market and need to make the most of local opportunities.**
- ◆ **Digital service provision is starting to feature more strongly within the field of Early Help but, with prevention a core element of Early Help it is possible that there are more opportunities to develop on-line services and support. We hope to explore this with current and potential providers.**
- ◆ **We believe we need to use our cross sector working to explore financially sustainable models of service provision to secure long-term stability. We would like to explore different models of investment and take learning from national programmes and trials.**
- ◆ **We recognise the need to develop our approach to commissioning for social value and work with providers to best evaluate impact.**

Draft V3 9. Contact Us

If you would like to discuss any of the information in this publication; have ideas about ways we can improve our communication with providers and potential providers; or would like to find out how to engage in local partnerships please do not hesitate to contact us.

This is the first Market Position Statement for Early Help so we are keen to obtain feedback to help us develop our approach and make improvements.

Contact: Commissioning Support Team, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND

Telephone: 01743 252269

Email: commissioning.support@shropshire.gov.uk

Alternatively join in the Big Conversation.

We are also keen to engage with individuals, communities and stakeholders across Shropshire, to better understand perceptions of service spending priorities, ways to make savings, and increase local involvement in delivering services.

We have established the Big Conversation to bring together feedback from a wide range of sources.

To find out more visit: <https://www.shropshire.gov.uk/big-conversation/>

To contact us as part of the Big Conversation...

Email: bigconversation@shropshire.gov.uk

Telephone: 0345 678 9077 (9am to 5pm Monday to Friday)

Post: Big Conversation, Commissioning Support, 2nd Floor, Shirehall, Abbey Foregate, Shrewsbury, Shropshire, SY2 6ND.

Tweet: @Shropcouncil using #Shropbc

Message us on our Facebook page: <https://www.facebook.com/shropshirecouncil/>

10. Glossary

Term	Definition
Better Care Fund	The Better Care Fund was announced by the Government in the June 2013 spending round, to ensure a transformation in integrated health and social care. The Better Care Fund (BCF) creates a local single pooled budget to incentivise the NHS and local government to work more closely together around people, placing their wellbeing as the focus of health and care services, and shifting resources into social care and community services.
CAMHS Child and Adolescent Mental Health Services	CAMHS is used as a term for all services that work with children and young people who have difficulties with their emotional or behavioral wellbeing.
Commissioning	The cyclical process by which public bodies assess the needs of people in an area, determine priorities, design and source appropriate services, and monitor and evaluate their performance.
COMPASS	Compass is the single point of contact for receiving new enquiries regarding concerns for the welfare or protection of children and young people in Shropshire. Compass provides professionals with support and guidance in completing assessments for early help and delivering early help plans.
Consortium	An association or combination of TSOs, sometimes with private sector and / or public sector providers, for the purpose of providing a service or services in one locality or across a wider area.
Contract	Legally binding agreements between (in this case) a public body and a third sector or private sector organisations to provide services on behalf of the public body. A contract will specify the services to be provided and what the contractor is to be paid for providing them. It will also include provisions, in greater or lesser detail, setting out the legal obligations which each of the parties accepts in order to fulfil the purposes of the contract.
Coproduction	Co-production is a practice in the delivery of public services in which citizens are involved in the creation of public policies and services. It is contrasted with a transaction based method of service delivery in which citizens consume public services. With co-production citizens are not only consulted, but are part of the conception, design, steering, and management of services.
Early Help	Early Help describes the type of early intervention and support that can be provided when a child or young person's needs are not being met by routine universal services, but do not meet the threshold for a specialist service such as children's social care.
EnHance	EnHance delivers Early Help services on behalf of Shropshire Council. It is made up of YSS, Shropshire HomeStart and Shropshire Providers Consortium (SPC).
Financial Exclusion	Financial exclusion is the inability, difficulty or reluctance to access appropriate, so-called mainstream, financial services. People outside the mainstream financial services suffer financial disadvantages including: higher-interest credit; lack of insurance; no account into which income can be paid; and higher-cost utilities. Research suggests that people suffering from financial exclusion are also more likely to become socially excluded.
IMD (Index of Multiple Deprivation)	The Index of Multiple Deprivation provides a relative measure of deprivation at small area level. Areas are ranked from least deprived to most deprived on seven different dimensions of deprivation and an overall composite measure of multiple deprivation is provided.
Infrastructure	Voluntary sector infrastructure organisations are organisations that 'work behind the scenes' to support frontline voluntary and community organisations that provide services direct to users. They provide their members, or organisations within their geographic area, with a range of services, development and advocacy support. They may be generalist, providing support to any TSO in their area, or more specialised, representing or supporting a particular element within their area e.g. sports or arts.
Lead Professional	A lead professional is someone who takes the lead to co-ordinate provision and be a single point of contact for a child and their family, when a range of services are involved with that child or family, and an integrated response is required. 'Lead professional' is not a job title or a new role, but a set of functions to be carried out as part of the delivery of effective integrated support.
Market Assessment	A Market Assessment is a study of current and potential service provision. A market Assessment would usually include information on market capacity/size, weaknesses, strengths, current issues and trends.

10. Glossary

Term	Definition
Market Position Statement	A Market Position Statement describes local need, what the future demand for services and support is likely to be, current provision and the value and principles the Council will support and encourage.
Needs Assessment	A Needs Assessment brings different data sources together to identify the needs of a population/service user group. A Needs Assessment will consider differences in needs over time and geography, demography, changes in demand for services and where needs may be reducing or growing.
Outcome	The term used to describe what a programme or project is set up to deliver or achieve.
PESTLE	PESTLE is an analytical tool used to assess political, economic, social, technological, legal and environmental factors/impacts.
Prevention	Prevention is the act of preventing something such as illness. Preventative services are services that aim to stop somebody from doing something (such as smoking) or to stop something from happening (such as measures taken to reduce the chance of falling over, or health screening to identify an illness before it can develop).
Procure	The acquisition of goods and services from third party suppliers.
Proportionality	The principle of not burdening funded/contracted organisations out of proportion to the value of the funding/contract. Monitoring arrangements etc. should be proportionate to the level of, and risk to, the amount of funds involved.
Providers	Providers or service providers is the term generally used to refer to third party or outsourced suppliers. Some service provision is also provided 'in house' by Shropshire Council teams.
Safeguarding	Safeguarding means protecting people's health, wellbeing and human rights, and enabling them to live free from harm, abuse and neglect.
Social Action	Social action is about people coming together to help improve their lives and solve the problems that are important in their communities. It can include volunteering, giving money, community action or simple everyday neighborly acts.
Social Value	Social Value is "the additional benefit to the community...over and above the direct purchasing of goods, services and outcomes". The Public Services (Social Value) Act 2012 requires public bodies to consider how the services they commission and procure might improve the economic, social and environmental well-being of the area. Commissioners are required to factor social value in at the pre-procurement phase, allowing them to embed social value in the design of the service from the outset.
Step Down	Step-down arrangements are usually put in place to support children and their families moving from acute or specialist and targeted services, to universal services or community support. The aim is to ensure the right level of support is available to allow full reintegration into universal services and prevent needs from reoccurring or increasing.
Strengthening Families (Troubled Families)	The Troubled Families programme is a government developed programme designed to help vulnerable younger children from struggling homes to get a better chance in life. It focuses on a wide range of problems such as reducing truancy, crime and anti-social behaviour, addressing domestic violence, debt and children at risk of being taken into care. The programme also aims to get adults into work. In Shropshire the programme is known as Strengthening Families.
Targeted Services	Targeted services are specialist services or teams which provide services for children and their families who need additional or more specialised support.
Threshold Criteria	Threshold criteria are based on eligibility/key vulnerability factors. The level of vulnerability will be different in each case but needs are often a combination of criteria that will determine the level of concern, rather than any one factor. Early Help is predominantly provided to children and families who don't meet the threshold criteria for social care.
Universal Services	In the context of Early Help, Universal services are services that are open to all, or a large numbers of children/families such as schools, Health Visitors and School Nurses.