

Shropshire Early Help
Workforce Development Phase 2
1st April 2019 – 31st March 2020

Invitation to Quote – Ref CQCV 106
To be returned by 22nd February 2019

1. Introduction & context

Shropshire is a large rural county with 57% of the population living in rural areas as defined by the 2011 rural urban classification scheme. The population density in Shropshire was 0.96 people per hectare compared to 4.09 in England. (2011 Census). 95.4% of the population identifies themselves as White British.

There are 193 lower super output areas (LSOAs) in Shropshire. In terms of average rank, Shropshire ranks 107th out of 152 upper-tier local authorities in England (a rank of 1 being considered the most deprived upper-tier local authority). All nine Shropshire LSOAs that fall within the 20% most deprived in England are located within urban areas of the county. One LSOA falls within the 10% most deprived in England.

There are 152 state funded schools, 36,678 pupils. 93% of the schools are rated as good or outstanding. Shropshire has a high proportion of small and very small schools: 10 percent of schools have 50 pupils or less and 23 percent of schools have between 51 and 100 pupils.

Shropshire Council's Early Help Strategy¹ sets out our shared commitment to deliver effective Early Help to children, young people and families. Shropshire's Early Help Partnership vision is that children and young people are at the heart of everything we do. They are important now and in the future, they are the next generation. Children and young people need to enjoy their childhood and adolescent years and grow up to be responsible citizens contributing to our county life. It is our intention that children and young people have supportive families, live safe from harm, fulfill their potential, are healthy and have positive and fulfilling lives.

¹ www.shropshire.gov.uk/early-help/practitioners/strategies-and-reports/

The overall aim is to develop a cohesive Early Help offer embedded within the whole family approach that builds protective factors and family resilience, enabling families to help themselves, reducing expenditure on costly reactive services. Our ambition is that families, particularly those with multiple and complex needs will have access to coordinated Early Help in accordance with need as soon as difficulties are identified.

The offer is personalised, multi-agency and evidence based. Children and Young people in those families will live safe, healthy and fulfilling lives and develop into responsible citizens, thereby breaking the intergenerational cycles of risk and vulnerability. Families will become more resilient and develop capabilities to prevent and resolve problems. Social capital and resilience within communities will be identified and enhanced.

The Early Help offer spans a range of support and services aimed to preventing issues from escalating, across a 0 – 19 age range and up to 25 for children with a disability or special educational need. This is delivered by partners and a range of commissioned contracts both of which are designed to meet need e.g. a robust commissioned universal service aimed at delivering key contacts through the Health Child programme via 0 – 25 public health nurses, alongside direct 1:1 family support work with the most vulnerable families, supported by an effective evidence based parenting programme.

A full training programme will help the Early Help workforce to ensure they can offer the right services at the right time.

2. Our current position

Phase 1 of a three year Early Help practitioners and managers programme has been delivered in 2018/19 to support service transformation, introducing whole family working, supporting change and ensuring management have the leadership and management skills necessary for the future. New ways of working are developing in partnership with key agencies across the Early Help economy and Early Help is in the process of implementing a new model of delivery, with the introduction of Family Hubs in seven towns in Shropshire.

3. An effective Early Help workforce in Shropshire

As a result of national and local agendas we know that there is a need for more multi-agency and integrated working across partnerships. There are fewer staff working intensively with small numbers of families and more staff across a wider range of organisations needing to understand how to work effectively with family members to bring about sustainable change. Early Help in Shropshire has the commitment of many agencies working with families. They are prepared to incorporate the whole family approach into their day to day work, as they can see the potential benefits.

Providing partners with the opportunity to upskill staff to

- deliver practical support to a range of clients,
- remain outcome focused and
- understand underlying issues to support

will benefit families, agencies and provide cost effective interventions.

The three year workforce development strategy aims to achieve:

- a more effective and reenergised workforce
- a supportive and open-minded workforce with the ability and energy to bring about change
- more effective case working: less time with cases being stuck/blocked
- a more resilient workforce: able to manage their role and support others
- an ability to meet targets
- improved outcomes for families
- a reduction in families meeting the threshold for level 4 interventions.

4. What we want to achieve with this project

The Strengthening Families three year plan identifies the need to provide the right level of training to all practitioners, including Targeted Early Help Services, Family Support Workers in schools, housing and domestic abuse services, pastoral care teams in schools and voluntary sector partners. The aim is to have confident, knowledgeable trainers located in each family hub by March 31st 2020, who can respond to the local need.

5. Deliverables of this Phase 2 & timeframe (i.e. targets / milestones)

OR what the provider will be responsible for

April 2019	March 2020	Project start
April 2019	September 2020	1. Early Help Practitioner Programme – 3 Cohorts
September 2019	March 2020	2. ATHE Level 5 Certificate – Leadership and Management Certificate Working with Children, Individuals and Families
April 2019	September 2020	3. Motivational Interviewing - 2 Cohorts
April 2019	September 2019	4. Train the trainers
April 2019	March 2020	5. Managers Support Days
April 2019	September 2020	6. Access to e-learning for participating practitioners
September 2020		Project end

6. Training requirements

The training needs to be very practical and “hands on” with a focus on skills and strategy development, backed up by an understanding of why approaches work.

The aim is to produce more confident and competent managers and practitioners who are able to deliver positive and effective support to individuals and families.

Attendees need to learn new skills and strategies and have some understanding about their own practice needs and self-development.

1. Early Help Practitioner Programme	<p>3 cohorts to be provided between April 2019 and September 2020 for a maximum of 18 practitioners per cohort.</p> <p>The course should develop skills and practice in the following areas over 4 days.</p> <ul style="list-style-type: none"> • The role of the Lead Professional • Engagement and Communication • Completing Family Assessment • Developing SMART family plans
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	<ul style="list-style-type: none"> • Managing Early Help Partnership Meetings • Supporting Families to be resilient, independent and self-reliant. • Developing reflective practice and the use of the reflective log. • Support embedding learning into practice. <p>The provider will provide ELearning opportunities to support practitioners on the course and a work book for each attendee.</p>
2. ATHE Level 5 Leadership and Management Certificate. Working with Children, Individuals and Families.	<p>To provide a 6-8 month course leading to a Level 5 certificate. It should include a mix of 6 face to face training days, eLearning, case study, work project, reflective log, assignments and professional discussions.</p> <p>The course should include:</p> <ul style="list-style-type: none"> • A briefing session with learners and managers • Induction session attended by trainers and assessors • Trainer/s to provide 6 face to face delivery training days • A comprehensive learner resource • A reflective log/workbook • Full assessment including registration • Workplace observations • Marking of all assignments and case studies • Support with portfolio building/admin/transportation • A Portfolio Hand-in & paper work support session • Daily and Monthly Progress Reports • Independent verification from ATHE
3. Motivational Interviewing	<p>One cohort to provide practitioners with:</p> <ul style="list-style-type: none"> • The knowledge and basic awareness of motivational interviewing in practice terms. • Access to ELearning packages, relevant resources and workbook should be provided.
4. Train the Trainers	<p>One Trainer the Trainers to provide selected practitioners with the skills to deliver Practitioner Training to partners in the Family Hub areas.</p>
5. Managers Support Days	<p>To provide two managers support days – support days designed specifically to meet the needs of the new Early Help Management Team.</p>
6. E-Learning	<p>Learner to have access to a range of e-learning resources.</p>

7. Resources & requirements for providers

Shropshire Strengthening Families will provide:

- A suitable venue for group work and whole group working
- Provide a projector, screen, flip cart, paper and pens
- Cold drinks throughout the day.

- Ensure there is a contract signed by managers, committing to practitioners having the training dates available and time in their work week to complete any tasks, activities, assignments, recording, reflections and to access support from the training provider as identified in the course outline. etc.

The provider will:

- Ensure all training is delivered within the Shropshire context
- Provide highly skilled and suitably qualified trainers who have experience of whole family working
- Provide all appropriate documentation prior to commencement of training
- Provide all required information and support in an agreed and timely manner
- Update the Project Lead regularly on progress
- Provide feedback at the end of each cohort

Your application needs to be specific: it should respond to our situation and our requirements. We reserve the right to reject generic applications. We also reserve the right not to appoint, if quotes do not meet our requirements.

The maximum total funding available for this work will be £49,000. We expect potential applicants to provide a competitive quote and to demonstrate value for money.

The contract with the successful provider will be based on the provider's final quote and a council purchase order. Invoices need to refer to the purchase order number.

Payment will be made bi-monthly in arrears, subject to receipt of satisfactory invoice by the authorising officer. In this case this is Kay Smallbone, Troubled Families Strategic Coordinator. Invoices should be emailed to Kay.Smallbone@shropshire.gov.uk. The council settles invoices within 30 days.

7. Next step

Please complete the attached proposal form and email it to us by 22nd February 2019. Applications will be evaluated and the successful applicant will be notified by 1st March 2019.

Kay.Smallbone@shropshire.gov.uk (SC, Troubled Families Strategic Coordinator)
Marion.Versluijs@shropshire.gov.uk (SC, Commissioning Development Officer)

For enquiries contact: Kay Smallbone 01743 251677
 Marion Versluijs 01743 253795



Shropshire Early Help Workforce Development Phase 2

Information required for invitation to quote

Provider Information (insert below heading)		
Name & type of your organisation (Including registration or charity number)		
Address (Including website)		
Name of contact person		
	Commissioner evaluation	
	Meets our needs? Y/N/Partial	Our comments & Justification for rating
About your organisation		
1 Provide evidence that your organisation has the experience & skills for each aspect of section 5 & 7 to complete this project successfully (Refer to each requirement):		
About your proposal		
2 Describe the practical steps your organisation would take to achieve the outcomes and deliverables of this project. Your response should demonstrate that you have taken into account the local context Please address each deliverable and add a project action plan with a timeline.		
3A What is the total amount of funding you are applying for?		
3B Describe how you would use the funding to resource and organise the project in terms of time, staff, other resources. Explain how your proposal represents value for money.		

<p>4 Provide names, roles, email addresses and telephone numbers of two references, for whom you have done comparable work.</p>		
<p>5 Other information in support of your quote (including added value) (<i>maximum 500 words</i>):</p>		
<p>6. Names and contact details of two references, for whom you have done similar work.</p>		
<p>Please sign here to validate your quote and to confirm that you have understood and are in a position to meet all the requirements relating to your expression of interest:</p> <p>Signature</p> <p>Print name</p> <p>Date</p>		