



FAMILIES FIRST QUALITY AWARD

Family Hubs

Standards, Outcomes & Self & External Capability Assessment Building Blocks August 2026



**An Externally Validated Quality Award For Integrated
Family Hub Systems & Family Experience**



About Assessment Services

Assessment Services Ltd is a leading assessment centre with over 30 years of accreditation experience. Our commitment is clear: we ensure that our assessment processes deliver real value to organisations.

Guided by our philosophy "**We Care...We Assess...We Add Value,**" we have developed and accredited numerous standards across various sectors, including:

- Aspiring to Deliver Excellence in Care
- Customer Service Excellence
- Families First Quality Award for Organisations in England and Wales
- Investors in People
- Leadership and Management
- Information and Guidance for voluntary and not-for-profit organisations
- matrix – Information, Advice & Guidance
- One Planet Standard
- Quality Assessments, National Citizen Service Trust
- Supply Chain Partnership Standards
- SFEDI Qualifications, including the Level 5 and Level 7 Certificates in Professional Business and Enterprise Support Services.
- The Strategic Growth Pathway

About The Families First Quality Award Suite of Standards

The **Families First Quality Award (FFQA) Suite of Standards** is a nationally recognised, family-focused quality assurance and improvement Award. Developed by Coram Family and Childcare, the UK's first and longest-serving children's charity, and Suffolk County Council, Assessment Services Ltd has been the sole assessment body for the Standards since 2018.

The Suite brings together a growing family of specialist Standards that strengthen family engagement, improve access to support, promote inclusion and safeguarding, and provide independent assurance of quality, effectiveness, and impact.

The FFQA Suite has been developed in response to increasing national expectations around:

- Accessible information, advice, and assistance
- Co-production and family voice
- Early intervention and prevention
- Equity and inclusion
- Evidence-led improvement
- Integrated family support
- Partnership working
- Safeguarding and wellbeing

The Suite provides Family Information Services, Schools, and Family Hubs with a structured, proportionate, outcome-focused Award that demonstrates compliance and accountability and captures the lived experiences and outcomes of children, young people, and families.

Together, the FFQA Suite provides a coherent quality architecture that helps organisations demonstrate excellence in family engagement, service delivery, leadership, and integrated support.

About This Award

The **Families First Quality Award for Family Hubs** extends the Suite to include integrated, whole-family support systems aligned with the national Family Hub Model Framework. The Award focuses on:

- Access and navigation
- Integrated whole-family support
- Outcomes, impact, and continuous improvement
- Relational and trauma-informed practice
- Safeguarding and ethical practice
- Workforce culture and leadership

The Award also places a strong emphasis on:

- Brokerage and warm handovers
- Consistent information, advice and guidance across partners
- Hub, spoke, outreach and digital delivery models
- “No wrong door” access and navigation
- Place-based coordination and community connection
- Shared accountability across partner agencies
- The Family Hub’s role is as a local anchor within the wider early help and Start for Life system

The Award is intended to complement national Family Hub expectations by providing:

- Evidence-based assurance
- Independent external validation
- Recognition of integrated family support
- Structured improvement support

The Award reflects the increasing move toward:

- Prevention and early help
- Relational practice
- Shared accountability across agencies.
- System integration
- Whole-family working

The Award sits alongside existing requirements (e.g., the Family Hub Model Framework self-assessment). Still, it would fill the gap in formal accreditation and create a **nationally recognised, independently assessed quality mark** that provides external assurance of the effectiveness, integration, accessibility, and impact of Family Hubs.

The Award:

- Complements, rather than duplicates, the FFQA Standard for Family Information Services
- Offers a structured improvement Award tailored to the whole family, with an integrated approach to Hubs
- Provides a proportionate, outcome-led Award aligned with national Family Hubs expectations and the Families First Partnership reforms
- Provides independent validation of Family Hub quality
- Recognises the distinct role of Family Hubs as integrated, place-based early help models
- Supports councils in demonstrating assurance to Ofsted/CQC thematic reviewers, Scrutiny, Cabinet and funders

Scope and Positioning

The Award assesses the quality, effectiveness, and impact of the Family Hub model and the experience it delivers to children, young people, families, and communities. The Award focuses on:

- | | |
|---|--|
| <ul style="list-style-type: none">▪ Access and navigation▪ Co-production▪ Continuous improvement▪ Information, advice and guidance▪ Integrated whole-family support | <ul style="list-style-type: none">▪ Partnership working▪ Safeguarding▪ The extent to which the Hub model improves the way services connect around families |
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The Award complements, and does not replace or duplicate:

- Professional standards
- Regulatory responsibilities
- Statutory inspection frameworks
- The inspection of individual services, practitioners, or agencies

The Award specifically evaluates how effectively the Family Hub model:

- Coordinates support and information, advice and guidance across agencies
- Delivers accessible and inclusive information, advice and guidance
- Improves family experience and outcomes through integrated partnership delivery
- Provides a “no wrong door” approach
- Supports whole-family working

The Award recognises the Family Hub as both a place-based community resource and a partnership model that strengthens early help, prevention, Start for Life, and wider Families First reforms.

The Award provides independent assurance not only of service quality but also of the Family Hub model's effectiveness in bringing partners together, improving navigation and access, strengthening the family experience, and delivering integrated support across local communities. It underscores the importance of:

- Brokerage and warm handovers
- Connection to Family Information Services and Family Directories
- Consistent Information, Advice and Guidance
- Hub/spoke/outreach delivery
- Integration and navigation
- Multi-agency working
- No wrong door
- Partnership accountability
- Start for Life / early years
- The Hub as a community anchor
- Whole-family practice

Family and Community Support

The Award recognises that Family Hubs operate across universal, targeted and early help systems for:

- Children and young people aged 0–19
- Communities experiencing disadvantage or barriers to access
- Families requiring additional support / information, advice and guidance or early intervention
- Parents, carers and wider family members
- Young people up to 25 with SEND

The Award also reflects national Best Start for Life priorities, with particular emphasis on:

- Early childhood (0–5)
- Inclusion
- Pregnancy to age 2
- Prevention and early intervention
- Reducing inequalities in access, experience and outcomes

Features, Explanations & Definitions in the Award

The **Families First Quality Award for Family Hubs** places strong emphasis on Access, Integration, Workforce, Safeguarding, Outcomes, and Co-production, including the Hub's role within wider Start for Life, early help, and community systems. It is designed to be proportionate and evidence-based and can be used for self-assessment, external assurance, and service improvement.

The Award is grounded in what families see, feel, and benefit from, not merely in the system's behaviour. The Standards focus on how families access and experience the Hub, how effectively support is coordinated for the whole family, and how a skilled, confident, and supported workforce delivers relational practice.

They also consider safeguarding, ethical practice, and the use of insights, outcomes, and feedback to drive continuous improvement.

The **Families First Quality Award for Family Hubs** comprises **6 Standards and 27 Outcomes**.

- Each **Outcome** is clearly referenced and titled, and it outlines the result that a Family Hub is expected to achieve. This forms the central focus of the assessment conducted by an Assessment Services Assessor.
- A short explanation of **Why This Is Important For Families** is also provided to help the Family Hub put the **Outcome** into context.
- **Actional Practice Insights** and **Policies, Procedures, Practices, and Behaviours** provide illustrative examples of approaches that Family Hubs **might** adopt to meet the requirements of each **Outcome**.
- **The Self-Assessment/External Capability Assessment Building Blocks** enable both the Family Information Service and the external Assessor to assess the achievement level for each **Outcome**
- Each **Outcome** includes an **Aspirational, Measurable Building Block** to help achieve measurable results.

External Assessment

Once a **Family Hub** decides to pursue the **Families First Quality Award**, it should contact Assessment Services to confirm its intention to be assessed. This can be done by email at ffa@assessmentsservices.com or by booking an appointment to speak with Richard at Assessment Services. This can be done by clicking the link "[Schedule a Call with Richard Adkins.](#)"

Following the conversation with Richard or your Registered Assessor and confirmation that the Family Hub wishes to proceed with an external assessment, a cost proposal and an invoice for the assessment fees will be issued.

Assessment Philosophy

Assessment Services recognises that every organisation is different. The sophistication of an organisation's arrangements should always be proportionate to its size, purpose and complexity. Assessment, therefore, focuses on how effectively organisational capabilities support understanding, inform decision-making and continual improvement, rather than on the volume of documentation, data or systems in place.

Professional judgement is central to every Assessment Services framework. Assessors are encouraged to recognise excellence within the context of the organisation being assessed, ensuring that assessments remain fair, consistent and developmental.

How Are Organisations Assessed

An external evaluation of a Family Hub for the **Award** comprises several steps:

- 1) **Self-Assessment:** Family Hub staff begin by completing the Assessment Services Self-Assessment Tool, an electronic management platform. At this stage, the Hub will provide:
 - **A Written Narrative:** A clear and concise summary of relevant policies, procedures, practices and behaviours associated with the outcome, added to the Assessment Services Self-Assessment Tool as appropriate.
 - **Organisational Documentation:** Key documents from the Family Hub that demonstrate alignment with the requirements of the outcome.
 - **Your Considered Capability Building Block Score:** You are encouraged to provide your own self-assessment Building Block Score based on the achievement levels described below.
- 2) **Desktop Review:**
 - Using the Assessment Services Self-Assessment Tool, the Assessment Services Assessor will conduct a comprehensive desktop review of the documentation and written submission.
 - This process identifies where substantive evidence meets the outcome requirements and highlights any areas that require further information.
- 3) **Assessor Fieldwork – Remote or Onsite Interview Evidence Gathering**
 - The Assessor will carry out interviews or discussions with:
 - Hub managers and frontline staff
 - Partner agencies and voluntary or community sector organisations, etc
 - Parents and carers
 - They may also observe Hub activities when appropriate.

The assessment methodology is designed to support assurance and continuous improvement.

Assessment outcomes will take into account:

- Consistency throughout service delivery
- Documented and oral evidence of effective policies, procedures, practices and behaviours
- Family experience
- The degree to which the Family Hub model provides integrated, outcome-oriented support, information, advice, and guidance

Outcome Achievements

During the assessment, each Outcome is evaluated individually against the Capability Building Block Achievement Levels. Collectively, the Outcomes provide a comprehensive picture of the Hub's service maturity. Each Outcome receives a single Achievement Level.

- **Capability Building Block Achievement Level 1 Point - Limited Evidence:** Evidence from the Family Hub, families, and partner organisations shows that the requirements in the Outcome are applied inconsistently or are too new to confirm effectiveness, so significant improvement is needed.
- **Capability Building Block Achievement Level 2 Point – Satisfactory Evidence:** Evidence from the Family Hub, families, and partner organisations indicates that the requirements outlined in the Outcome are being met to a satisfactory standard; however, there is potential for further enhancement.
- **Capability Building Block Achievement Level 3 Points – Good Evidence:** Evidence from the Family Hub, families, and partner organisations indicates that the Outcome's requirements are consistently applied and firmly established. Only minor opportunities for further improvement remain.
- **Capability Building Block Achievement Level 4 Points – Excellent Evidence:** Evidence from the Family Hub, families, and partner organisations demonstrates that the Outcome requirements are fully integrated, implemented creatively and innovatively, and consistently exceed standard expectations.

The individual building-block scores for each outcome will be shared with the Hub, enabling a review of strengths and areas for ongoing development.

Overall Building Block Achievement Award

Each Standard will receive an achievement level based on the average of the points given to each **Outcome** by the Assessor. These will then be combined to produce an overall achievement level for the Hub.

Average Score	Achievement Award
1.00–1.74	Capability Building Block Achievement Level: Limited Evidence/Not Met. The assessment confirmed that the Family Hub needs to further develop their Policies, Procedures, Practices, and Behaviours to fully meet the Families First Quality Award requirements.
1.75–2.49	Capability Building Block Achievement Level: Met/Satisfactory. The assessment confirmed the Families First Quality Award's Elements and Standards are being met by the Family Hub, However, there are opportunities to further improve the Family Hub's Policies, Procedures, Practices, and Behaviours .
2.50–3.24	Capability Building Block Achievement Level: Met/Good. The assessment confirmed the requirements of the Families First Quality Award Elements and Standards are well established within the Family Hub and effective. The Family Hub's Policies, Procedures, Practices, and Behaviours include examples of good practice with limited areas for improvement.
3.25–4.00	Capability Building Block Achievement Level: Met/Excellent. The assessment confirmed that the requirements of the Families First Quality Award Elements and Standards are being achieved in an exemplary way by the Family Hub, with Policies, Procedures, Practices, and Behaviours fully embedded and promoting continuous improvement.

Accreditation

Once achieved, the **Families First Quality Award for Family Hubs** accreditation is valid for 3 years. As part of the accreditation, the Family Hub must demonstrate its continuous quality improvement activities through annual reviews. These remote, 'light-touch' reviews provide an opportunity to discuss progress over the preceding year and identify any adjustments or improvements made.

The Family Hub will be invited to showcase its achievements by preparing a case study and engaging in social media outreach. Additionally, a certificate, congratulations pack and logo details will be provided for use on your website and related platforms.





FAMILIES FIRST QUALITY AWARD For Family Hubs

Standard 1: Access, Inclusion and Navigation

Families can easily find and use the Family Hub to get the support, information, and guidance they need. With inclusive access and clear pathways, families are helped by welcoming staff and smooth handovers for a straightforward experience. This ensures families quickly connect with relevant services and understand each step toward better outcomes.

Outcome 1.1 Promotion of the Family Hub Model: The Family Hub disseminates clear, accurate, consistent, and up-to-date information, advice, and guidance on its services and model through various channels, formats, and partner organisations.

Why This Is Important For Families: By promoting the Hub model across multiple channels and formats, every family, regardless of background or circumstances, can access relevant information, advice, and guidance, and feel confident in navigating available options. Ultimately, this approach fosters trust, respect, and a supportive environment in which families are more likely to engage with and benefit from available services.

Actionable Practice Insights

- **Accessible Content Creation:** Produce information in multiple formats—such as easy-read, translated, audio, and video—to reach families with diverse needs.
- **Community Ambassadors:** Identify and support local champions or ambassadors who can share positive experiences and help raise awareness in their communities.
- **Consistent Messaging:** Develop key messages and visual branding guidelines to ensure information is clear, consistent, and recognisable across all communications.
- **Develop a Multi-Channel Communication Strategy:** Use a mix of digital, print, social media, community events, and partner networks to promote the Family Hub model widely.
- **Monitor Reach and Impact:** Collect data on engagement with promotional activities and channels, and use feedback to refine the communication approach.
- **Partner Engagement:** Provide partner organisations with up-to-date promotional materials and training to ensure accurate information about the Family Hub is shared.
- **Regular Updates and Refreshes:** Schedule periodic reviews and updates of all promotional content to ensure information remains accurate and up to date.

Policies, Procedures, Practices, and Behaviours: The Family Hub's policies require proactive, inclusive, and transparent promotion of its offer. Procedures guide personnel and partners to disseminate information consistently and update materials regularly across all channels. Best practice examples include tailoring content for accessibility, leveraging partner networks, and evaluating communication effectiveness. Personnel and partners demonstrate enthusiasm, clarity, and responsiveness in all promotional activities, ensuring every family knows what the Family Hub offers and how to engage with its services.

Self-Assessment / External Assessment Capability Building Blocks: How effectively families and communities are made aware of the Family Hub offer.

Limited Capability (1 Point): Information about the Family Hub is inconsistent, outdated, or difficult to find. Many families and partners are unaware of the available services.

Satisfactory Capability (2 Points): The Family Hub provides basic information via its website, leaflets, and partner organisations. Families can access this information when they actively seek it.

Good Capability (3 Points): Information is proactively promoted through multiple accessible channels, community outreach, and partner networks. Engagement data indicate rising awareness among target groups.

Excellent Capability (4 Points): The Family Hub is widely recognised as the local support hub. Community ambassadors, partners, and families actively promote the offer, leading to sustained increases in awareness and engagement across diverse communities.

Aspirational, Measurable Building Block: 100% of information, advice, and guidance about the Family Hub model and services is reviewed and updated at least quarterly across all channels, formats, and partner organisations, with $\geq 75\%$ of families and partners reporting that the information they receive is clear, accurate, consistent, and up to date, as measured by annual surveys and periodic information audits.

Outcome 1.2 Barrier Reduction: The Family Hub proactively identifies and addresses barriers arising from disability, language, digital exclusion, poverty, and other factors to improve access to services.

Why This Is Important For Families: Family Hubs need to reach those who need help most. If barriers remain, inequalities grow, and the impact of information, advice and guidance is reduced. That is why it is important to make environments accessible and inclusive, and to tackle the challenges faced by underserved groups through practical support, such as translation services, outreach, and flexible options. When staff are trained to identify and address hidden barriers, and both digital and in-person support and information, advice and guidance are available, Family Hubs can ensure all families, especially those affected by disability, language, digital exclusion, or poverty, have fair access to services and support.

Actionable Practice Insights

- **Conduct Regular Accessibility Audits:** Routinely assess facilities, outreach, communications, and digital platforms to identify and remove physical, sensory, and technological barriers.
- **Develop Digital Inclusion Initiatives:** Offer digital skills training, device loans, or on-site digital access to support families facing digital exclusion.
- **Engage Community Voices:** Involve families and community representatives to identify barriers and co-design solutions tailored to local needs. Local demographic and service-use data inform understanding of and responses to the specific needs of communities.
- **Implement Flexible Service Delivery:** Offer services through multiple modes (in-person, online, outreach) and at different times to accommodate diverse family circumstances. Hub-and-spoke, outreach and digital delivery models are used to maximise accessibility and inclusion.
- **Monitor and Respond to Feedback:** Establish systems for families to share feedback on access issues, and use this information to drive continuous improvement.
- **Offer Translation and Interpretation Services:** Provide information, advice, and guidance in multiple languages and in accessible formats to meet the needs of diverse families.
- **Subsidise or Remove Costs:** Where possible, offer free or subsidised services, transport, or childcare to reduce financial barriers to access.

Policies, Procedures, Practices, and Behaviours: The Family Hub has clear policies that commit to equity and accessibility for all families, regardless of their circumstances. Procedures guide personnel in identifying, recording, and addressing barriers related to disability, language, digital exclusion, and poverty, and provide clear referral pathways and mechanisms for information, advice, and guidance. Best practice examples include regular personnel training on inclusion, proactive outreach, and ongoing partnerships with local organisations to address emerging needs. Personnel behaviours reflect empathy, cultural sensitivity, and a commitment to problem-solving, ensuring that every family feels welcome and empowered to access services.

Self-Assessment / External Assessment Capability Building Blocks: How effectively the Family Hub identifies and removes barriers to access.

Limited Capability (1 Point): Barriers related to language, disability, poverty, transport, or digital exclusion are not routinely identified or addressed.

Satisfactory Capability (2 Points): The Family Hub responds to barriers when families raise them and provides some adjustments, such as translation or accessibility support.

Good Capability (3 Points): The Family Hub systematically identifies barriers through feedback, outreach, and local intelligence. Multiple access routes and targeted support are available to underserved groups.

Excellent Capability (4 Points): Barriers are anticipated and, wherever possible, designed out of services. Participation rates among historically underserved groups have improved and are comparable to those in the wider community.

Aspirational, Measurable Building Block: Reduce reported access barriers by $\geq 50\%$ within 12 months, as measured by user feedback, service usage analytics, and accessibility audits, with documented improvements in disability, language, digital exclusion, and poverty.

Outcome 1.3 Navigational Support: The Family Hub system allows families to navigate easily, whether they refer themselves or receive assistance, ensuring seamless access to appropriate services without unnecessary confusion or obstacles.

Why This Is Important For Families: Complex systems can make it hard for families to get involved. When navigation is simple, families get help faster and are more likely to stay engaged. Clear pathways and easy ways to start, such as self-referral or a supported referral, help families feel supported from the beginning. Warm handovers and a 'no wrong door' approach mean families are always guided to the right support, with a named contact or key worker available if needed. This kind of help makes the process clear and easy, so families feel confident and know what to do next.

Actionable Practice Insights

- **Create Clear Pathways:** Develop user-friendly guides and visual maps that outline the steps families can take to access different services, both online and in print and establish pathways and triage processes, supported through a “no wrong door” approach, where personnel across the Hub understand how to guide, broker and coordinate access to appropriate support
- **Cross-Agency Training:** Train personnel across partner organisations working through the Hub in navigation protocols to ensure consistent, knowledgeable support and information, advice, and guidance.
- **Integrated Digital Platforms:** Use digital tools that allow families to track referrals, appointments, and progress, reducing uncertainty and missed connections.
- **Proactive Follow-Up:** Establish follow-up practices to confirm that families have successfully accessed the referred services and to offer further guidance if needed.
- **Regularly Test User Experience:** Involve families in testing the navigation process, identifying pain points, and making improvements based on real feedback.
- **Single Point of Contact:** Provide a dedicated personnel member or helpline to assist families in navigating services and answer queries at any stage.
- **Streamline Referral Processes:** Implement straightforward and transparent referral procedures for both self-referral and assisted referral, minimising paperwork and delays. Use brokerage and warm handovers where additional support is required.

Policies, Procedures, Practices, and Behaviours: The Family Hub operates with policies that emphasise clear, accessible, and consistent navigation support for all families. The procedures are designed to ensure referral pathways are uncomplicated, effectively communicated, and regularly assessed for optimal results. Best practices include inter-agency collaboration and leveraging digital tools to improve transparency and coordination. Staff members demonstrate supportive, proactive, and solution-oriented behaviours, providing guidance and fostering confidence among families as they progress through the system without unnecessary barriers or confusion.

Self-Assessment / External Assessment Capability Building Blocks: How easily families can navigate services and access support.

Limited Capability (1 Point): Families experience confusion, multiple referrals, and unclear pathways between services.

Satisfactory Capability (2 Points): Families receive basic signposting and can access support through straightforward referral routes.

Good Capability (3 Points): Families are supported through coordinated pathways, warm handovers, and named contacts. Follow-up confirms successful access to services.

Excellent Capability (4 Points): Navigation is seamless across the Family Hub network. Families report high confidence in understanding their journey and rarely experience delays, duplication, or inappropriate referrals.

Aspirational, Measurable Building Block: ≥75% of surveyed families report being able to navigate and access appropriate services on their first attempt, with average navigation time reduced by 30% within the first year.

Outcome 1.4 Accessing Information: Families receive clear, accurate, consistent, and up-to-date information, advice, and guidance from the Family Hub offer through various channels, formats, and partner organisations.

Why This Is Important For Families: Families should be able to access reliable information, advice, guidance and support, regardless of how they enter the Family Hub system. Consistent information, advice and guidance promote confidence, support informed decision-making, encourage early help, and reduce the risk of families becoming disengaged or escalating to more intensive services.

Actionable Practice Insights

- **Accessible Formats:** Provide information in various formats, including easy-read materials, translations, and digital accessibility options, to ensure inclusivity and appropriateness for local communities.
- **Centralised Information Point:** Establish a clear, central point (physical or digital) where families can access the full range of available information and guidance.
- **Consistency Across Partners:** Work closely with partner organisations to ensure families receive accurate, consistent, and accessible information, advice, and guidance, regardless of their point of entry into the Family Hub.
- **Feedback and Improvement Loop:** Actively seek and use feedback from families to identify gaps or confusion in the delivery and make improvements as needed.
- **Multi-Channel Communication:** Deliver information through a range of channels, such as in-person, phone, website, social media, and printed materials, to meet diverse family preferences, making effective use of Local Authority Family Information Services, Family Service Directories, Local Offers and other relevant digital platforms
- **Personnel Awareness and Training:** Equip personnel with up-to-date knowledge and resources to confidently share clear, accurate information with families.
- **Regular Content Updates:** Schedule routine reviews to keep all information, advice, and guidance accurate, up to date, and relevant across all platforms.

Policies, Procedures, Practices, and Behaviours: The Family Hub has established policies that require the routine provision and review of clear, accurate, and accessible information for families. Procedures guide personnel to share information consistently across all channels and in collaboration with partner organisations. Best practice examples include using multiple communication formats, ensuring accessibility for all families, and regularly training personnel to maintain high standards of information delivery. Personnel demonstrate proactive, approachable, and knowledgeable behaviours, making it easy for families to obtain the information, advice, and guidance they need.

Self-Assessment / External Assessment Capability Building Blocks: How effectively families obtain information, advice, and guidance.

Limited Capability (1 Point): Families receive inconsistent, incomplete, or outdated information depending on who they speak to.

Satisfactory Capability (2 Points): Information is available through several channels, and personnel can offer basic guidance.

Good Capability (3 Points): Families consistently receive accurate, up-to-date information across all entry points, channels, and partner organisations.

Excellent Capability (4 Points): Families can easily access personalised information through their preferred channel and report high confidence in making informed decisions as a result.

Aspirational, Measurable Building Block: ≥75% of families report receiving clear, accurate, and up-to-date information on their first enquiry, as measured by post-interaction surveys and periodic mystery shopper exercises.

Outcome 1.5: Utilisation of Existing Information, Advice, and Guidance Services. The Family Hub makes effective use of existing information services, including Family Information Services, Family Service Directories, Local Offers, childcare and SEND information, and relevant digital platforms, to ensure families receive accurate, coordinated information and guidance.

Why This Is Important For Families: Effective use of existing information, advice, and guidance services is vital for families, ensuring they have access to accurate, up-to-date, and comprehensive support without searching across multiple sources. By drawing on resources such as Family Information Services, Local Offers, and digital platforms, the Family Hub can provide coordinated guidance tailored to each family's unique needs. This approach reduces confusion, saves time, and increases families' confidence in finding the right help. Ultimately, it helps families make informed decisions and quickly connect with the services that will benefit them most.

Actionable Practice Insights

- **Accessible Communication:** Ensure all information is provided in accessible formats, considering language, literacy, and digital inclusion needs.
- **Collaborative Partnerships:** Build strong working relationships with local information providers to enable coordinated service delivery and to share up-to-date information.
- **Digital Platform Integration:** Ensure the Family Hub's website and digital tools are linked to local directories and information services, enabling seamless access.
- **Feedback Loops:** Establish mechanisms for families to share feedback on the usefulness and accessibility of the information provided and use this insight to drive continuous improvement.
- **Map and Maintain Local Resources:** Regularly update a comprehensive directory of available information services, including the Family Information Service, Local Offers, childcare, and SEND resources.
- **Staff Training and Knowledge Sharing:** Provide ongoing training for personnel to navigate and use information services to guide families accurately.
- **Proactive Signposting:** Develop clear protocols for directing families to the most relevant services, both online and in person.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that require collaboration with and the use of existing information and guidance services. Procedures ensure that information shared with families is regularly updated and accurate, and that clear referral and signposting protocols are in place. Best practice examples include integrating digital and print resources, providing routine staff training, and seeking feedback from families to inform service improvements. Staff behaviours reflect a proactive, knowledgeable, and supportive approach, ensuring every family is confidently connected to the information, advice, and guidance that best meet their needs.

Self-Assessment / External Assessment Capability Building Blocks: How effectively the Family Hub utilises existing information and guidance resources.

Limited Capability (1 Point): Existing services, such as Family Information Services, Local Offers, and directories, are rarely used or consulted.

Satisfactory Capability (2 Points): Personnel signpost families to relevant information services on request.

Good Capability (3 Points): Existing information services are routinely integrated into support pathways, digital platforms, and staff practice.

Excellent Capability (4 Points): Families experience a coordinated information ecosystem in which services are seamlessly integrated, reducing duplication and enabling rapid access to relevant support.

Aspirational, Measurable Building Block: Integrate $\geq 75\%$ of identified existing information services into the Family Hub platform, with usage across digital and partner channels increasing by $\geq 20\%$ within the first 12 months.

Outcome 1.6 Family Feedback: Families report feeling well supported, sufficiently informed, and confident about the next steps provided by the Family Hub.

Why This Is Important For Families: The best way to measure access and navigation is by looking at families' real experiences. Regularly asking families for feedback ensures their voices are heard and services can be adjusted to meet their needs. When families know that the Hub acts on their input, such as with "you said, we did" actions, it builds trust, improves communication, and supports ongoing improvement. This keeps support relevant and responsive at every stage of the family's journey.

Actionable Practice Insights

- **Accessible Feedback Channels:** Offer multiple ways for families to share feedback—online, in person, anonymously, and in different languages and formats.
- **Continuous Improvement Cycles:** Use feedback data to inform regular reviews of services, policies, and practices, embedding a culture of learning and adaptation and publicise a visible "you said, we did" report.
- **Family Involvement in Service Design:** Involve families directly in co-designing and shaping services, ensuring their voices drive meaningful change.
- **Recognition of Positive Feedback:** Share positive feedback with personnel and families, celebrating successes and reinforcing supportive behaviours.
- **Regular Feedback Collection:** Implement routine surveys, suggestion boxes, and focus groups to capture family feedback after interactions.
- **Responsive Follow-Up:** Provide timely responses to feedback, outlining actions taken or changes made.
- **Transparent Communication:** Clearly communicate next steps and outcomes to families after they provide feedback, reinforcing trust and accountability.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that embed feedback as a key driver for quality improvement and service development. Procedures ensure feedback is systematically collected, reviewed, and acted upon, with clear accountability for follow-up. Best practice examples include offering accessible, inclusive feedback opportunities, using insights to adapt services, and maintaining open communication with families about how their input is making a difference. Personnel demonstrate active listening, responsiveness, and a commitment to continuous improvement, ensuring families feel heard, valued, and confident in the support and information, advice and guidance they receive.

Self-Assessment / External Assessment Capability Building Blocks: Whether families feel informed, supported, and confident about next steps.

Limited Capability (1 Point): Family feedback is not routinely collected or demonstrates widespread confusion and dissatisfaction.

Satisfactory Capability (2 Points): Families generally report positive interactions, but feedback collection is inconsistent, and improvements are reactive.

Good Capability (3 Points): Most families report feeling informed, supported, and clear about next steps. Feedback is routinely analysed and acted upon.

Excellent Capability (4 Points): Family feedback consistently demonstrates high levels of confidence, trust, and understanding. Families can identify specific improvements made because their feedback was heard and acted upon.

Aspirational, Measurable Building Block: ≥75% of families report feeling well supported, sufficiently informed, and confident about their next steps, as measured by biannual family satisfaction and confidence surveys.

Standard 2: Integrated, Whole-Family and IAG & Governance

An effective Family Hub integrates support services, so families receive coordinated help from partners who communicate well, understand their roles, and share responsibility for results. This reduces duplication and ensures families get clear, tailored guidance.

Oversight, shared learning, and open escalation routes involve community, health, education, and voluntary sectors, creating a seamless experience where families can access the right support at the right time and feel valued throughout.

Outcome 2.1 Coordinated Support: The Family Hub simplifies families' access to services by clearly assigning responsibilities, preventing duplication, and encouraging collaboration, coordination, shared accountability, and integrated operations across agencies.

Why This Is Important For Families: When services are not coordinated, families often face repeated assessments, conflicting advice, and wasted effort. With effective coordination and clear roles, families can navigate the system more easily and have their needs met more fully and efficiently. This team approach helps families build on their strengths and face challenges together, leading to lasting, positive outcomes.

Actionable Practice Insights

- **Create Integrated Care Plans:** Use shared care plans, developed collaboratively with input from all relevant agencies, to ensure seamless, joined-up support for families, irrespective of organisational boundaries.
- **Develop Shared Information Systems:** Use secure, shared digital platforms to enable real-time information sharing and to track family progress across agencies.
- **Establish Clear Roles and Responsibilities:** Develop and communicate clear protocols that define the roles of each agency and each personnel member involved in supporting families.
- **Hold Regular Multi-Agency Meetings:** Schedule regular coordination meetings to review family cases, share information, align support strategies, and ensure practitioners from different agencies collaborate through co-location, integrated delivery arrangements, or shared working practices.
- **Implement a Single Point of Contact:** Assign a dedicated key worker or lead professional to each family to streamline communication and service navigation.
- **Joint Training and Development:** Provide cross-agency training to build understanding of each other's services, foster collaboration, and break down silos.
- **Monitor and Evaluate Coordination:** Regularly review coordination processes and outcomes, using feedback from families and professionals to identify and address gaps or duplication.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that set out collaboration, shared accountability, and the clear assignment of responsibilities across all partner agencies. Procedures enable regular communication, integrated planning, and information sharing, ensuring families receive seamless, coordinated services. Best practice examples include co-developing support plans, holding joint meetings, and using shared digital tools to avoid duplication and gaps in provision. Personnel demonstrate a collaborative, proactive, and solution-focused approach, always prioritising the family's needs over organisational boundaries and ensuring families receive consistent, well-coordinated support, information, advice, and guidance.

Self-Assessment / External Assessment Capability Building Blocks: How effectively agencies coordinate support for families.

Limited Capability (1 Point): Families receive support from multiple agencies that operate independently, resulting in duplication, conflicting advice, or unmet needs.

Satisfactory Capability (2 Points): Agencies communicate when required, and roles are generally understood. Basic coordination occurs for families with identified needs.

Good Capability (3 Points): Multi-agency teams collaborate, using shared plans, agreed responsibilities, and regular case discussions to coordinate support for the family.



Excellent Capability (4 Points): Families experience fully integrated services, with agencies sharing accountability, coordinating interventions seamlessly, and demonstrably reducing duplication and fragmentation of services.

Aspirational, Measurable Building Block: ≥75% of reviewed cases demonstrate clearly assigned responsibilities, no duplication of service, and evidence of inter-agency collaboration, as verified by annual multi-agency audits.

Outcome 2.2 Whole-Family Focus: The Family Hub produces support plans that recognise and incorporate the needs, strengths, and relationships of the whole family.

Why This Is Important For Families: Addressing only one issue or person often fails—family dynamics and strengths are critical to sustainable change. By taking into account the families interconnected needs and relationships, support becomes more comprehensive and responsive, enabling flexible plans that adapt as circumstances evolve. This approach ensures that all members are considered and empowered, fostering positive outcomes that endure beyond immediate challenges.

Actionable Practice Insights

- **Holistic Family Assessments:** Conduct comprehensive assessments that explore the needs, strengths, and relationships of all family members, not just the individual seeking support, information, advice, and guidance.
- **Inclusive Planning Sessions:** Involve all relevant family members in support planning to ensure every voice is heard and valued.
- **Multi-Agency Collaboration:** Ensure all agencies involved coordinate their input for the whole family, share relevant information, and align their support offers.
- **Regular Review and Adaptation:** Schedule regular check-ins to review progress and update plans in response to changing family circumstances or feedback.
- **Relationship Mapping:** Use tools such as family trees or relationship diagrams to understand family dynamics and inform support strategies.
- **Strengths-Based Approach:** Identify and build on family strengths and resources in every support plan to foster resilience and empowerment and to reflect interconnected needs (e.g. parent, child, environment)
- **Tailored Interventions:** Design interventions that address both collective and individual family needs, recognising the families diverse roles and responsibilities.

Policies, Procedures, Practices, and Behaviours: The Family Hub's policies set out a whole-family approach to assessment and planning, ensuring no family member's needs are overlooked. Procedures guide personnel to involve all family members in planning, systematically document strengths and needs, and coordinate input from multiple agencies. Best practice examples include strengths-based planning, regular reviews with the family, and flexible, tailored interventions. Personnel demonstrate inclusive, respectful, and empowering behaviours, actively listening to all family members and valuing their unique perspectives to co-create effective, holistic support plans.

Self-Assessment / External Assessment Capability Building Blocks: How effectively support plans reflect the needs, strengths, and relationships of the whole family.

Limited Capability (1 Point): Support focuses primarily on a single issue or a family member, with limited consideration of broader family circumstances.

Satisfactory Capability (2 Points): Personnel explore wider family factors and record relevant information as identified.

Good Capability (3 Points): Assessments and plans routinely consider the interconnected needs, strengths, and relationships of all family members and are collaboratively reviewed.

Excellent Capability (4 Points): Families report that the support feels genuinely tailored to their household, resulting in sustained improvements across multiple family outcomes and relationships.

Aspirational, Measurable Building Block: ≥75% of support plans created reflect the needs, strengths, and roles of all relevant family members, as confirmed by structured plan audits and family feedback.

Outcome 2.3 Collaborative Partners: The Family Hub supports broader Early Help, Families First, and Start for Life objectives by encouraging partners to collaborate effectively to deliver timely assistance, including appropriate step-up and step-down processes.

Why This Is Important For Families: Timely, joined-up support, information, advice and guidance prevent escalation and help to smooth transitions. This collaborative approach ensures families receive the right help at the right moment and streamlines access to specialist services when needed. It facilitates a seamless return to universal support as needs change. By promoting regular multi-agency communication and strong partnership agreements, families are more likely to experience coordinated care, reducing the stress and confusion often caused by fragmented service delivery.

Actionable Practice Insights

- **Feedback and Continuous Improvement:** Collect and act on feedback from families and partner agencies to refine collaboration and address emerging challenges.
- **Formalise Partnership Agreements:** Develop clear partnership agreements or memoranda of understanding that set out shared objectives, responsibilities, and collaboration protocols.
- **Integrated Information Sharing:** Use secure shared systems or clear protocols for information exchange to minimise duplication and ensure partners have up-to-date knowledge.
- **Joint Service Pathways:** Co-design and publicise collaborative service pathways that clarify how families can access support and how partners collaborate.
- **Multi-Agency Case Discussions:** Hold regular multi-agency meetings or panels to review cases, share expertise, and ensure coordinated, timely support for families.
- **Shared Training Opportunities:** Facilitate joint training and development sessions for personnel across all partner organisations to build relationships and shared understanding.
- **Streamlined Step-Up/Step-Down Processes:** Establish clear, jointly agreed protocols for stepping families up to more intensive support or down to universal services, ensuring smooth transitions.

Policies, Procedures, Practices, and Behaviours: The Family Hub embeds multi-agency collaboration as a core principle through policies, supported by clear agreements and shared accountability. Procedures enable regular communication, joint decision-making, and effective step-up/step-down transitions, with defined processes for information sharing and feedback. Best-practice examples include joint training, co-designed pathways, and continuous review of collaborative work. Personnel behaviours demonstrate openness, respect for partners' expertise, and a commitment to timely, coordinated responses, ensuring families receive the right information, advice, guidance, and support at the right time through seamless partnership working.

Self-Assessment / External Assessment Capability Building Blocks: How effectively partners collaborate to deliver Early Help, Families First, and Start for Life objectives.

Limited Capability (1 Point): Partner agencies operate independently, with minimal communication or coordination.

Satisfactory Capability (2 Points): Partners have established referral arrangements and communicate on individual cases when necessary.

Good Capability (3 Points): Partners collaborate via joint pathways, shared protocols, and regular multi-agency reviews to deliver timely support.

Excellent Capability (4 Points): Partnership working is embedded across the locality, enabling seamless step-up and step-down arrangements, reducing escalations, and improving outcomes across the wider system.

Aspirational, Measurable Building Block: 65% of Early Help, Families First, and Start for Life partners participate in quarterly joint planning sessions, and 85% of referred cases show timely step-up and step-down transitions, as tracked through partnership activity logs and case management reviews.

Outcome 2.4 Unified Experience: Families utilising the Family Hub report that they are not required to repeat their personal narratives and that services cooperate effectively and without interruption.

Why This Is Important For Families: Families often disengage when they have to repeat their story, which signals poor coordination across services. When professionals know a family's history and current support, and information is shared across services with consent, families feel their journey is more unified and supportive. Using single or aligned assessments also makes things easier, so families do not have to go through the same process more than once. This helps them feel that services are truly working together in their best interests.

Actionable Practice Insights

- **Assign Key Workers:** Designate a single key worker or lead professional for each family to coordinate support and serve as their consistent point of contact.
- **Deliver Cross-Training for Personnel:** Provide joint training for all personnel on integrated working, effective communication, and the importance of avoiding duplication.
- **Develop Joint Assessment and Planning Tools:** Create unified assessment and support-planning templates for all partner agencies to ensure consistency.
- **Facilitate Regular Multi-Agency Reviews:** Hold scheduled meetings with all practitioners involved in a families support to review progress and coordinate actions.
- **Gather and Act on Family Feedback:** Regularly seek families' feedback on their experience of service coordination and implement improvements based on their input.
- **Implement Shared Case Records:** Use a secure, centralised system to record and share family information, accessible to all relevant practitioners, thereby reducing the need for families to repeat their stories.
- **Standardise Consent and Information Sharing:** Establish clear, family-friendly consent processes that enable seamless information sharing across services while safeguarding confidentiality.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that prioritise integrated working and information sharing, with clear protocols for consent and confidentiality. Procedures ensure that all relevant personnel have access to up-to-date family information and that a key worker is assigned to each family to coordinate support. Best practice examples include unified assessment tools, regular multi-agency case reviews, and ongoing staff development in collaborative practice. Personnel demonstrate proactive communication, respect for families' time and experiences, and a commitment to seamless, joined-up support, ensuring families experience services as unified and well-coordinated, without having to repeat their stories unnecessarily.

Self-Assessment / External Assessment Capability Building Blocks: Whether families experience services as coordinated and connected.

Limited Capability (1 Point): Families repeatedly tell their story to different professionals and receive fragmented services.

Satisfactory Capability (2 Points): Some information is shared across services, reducing duplication for some families.

Good Capability (3 Points): Sharing records, aligning assessments, and coordinating planning minimise repetition and create a more cohesive experience.

Excellent Capability (4 Points): Families consistently report that professionals understand their circumstances, communicate effectively with one another, and provide a seamless support experience.

Aspirational, Measurable Building Block: ≥75% of families report not having to repeat their personal information, and ≥65% indicate a seamless, coordinated service experience in post-service surveys.

Outcome 2.5 Shared Accountability and Partnership Governance: All Family Hub partners operate under clear governance arrangements that enable shared accountability, joint decision-making, and coordinated delivery across the Family Hub model.

Why This Is Important For Families: Family Hubs depend on strong partnerships. Clear governance and shared accountability help ensure consistent services, reduce gaps, and improve outcomes for families. When partners establish shared agreements and clear governance, everyone knows their roles and responsibilities and how to handle issues. Working together on local goals encourages shared learning and helps personnel grow, with leaders from health, education, voluntary, and community groups all involved. This teamwork provides families with a smoother, more supportive experience and demonstrates the Family Hub model's commitment to accessible, inclusive services.

Actionable Practice Insights

- **Define Clear Accountability Structures:** Map and communicate clear lines of accountability and responsibility across all aspects of the Family Hub's operations, ensuring collaboration between strategic and operational leadership.
- **Develop and Agree a Partnership Charter:** Co-create a charter or memorandum of understanding that sets out the shared values, objectives, roles, and expectations for all partners.
- **Establish a Joint Governance Board:** Set up a governance board comprising representatives from all partner agencies (health, education, and the voluntary and community sectors) to oversee strategy, decision-making, and performance monitoring.
- **Facilitate Cross-Agency Learning and Development:** Offer training and development opportunities to foster shared understanding, trust, and collaborative leadership among partners.
- **Implement Joint Reporting Mechanisms:** Regularly collect, share, and review data on outcomes, performance, and compliance across all partners.
- **Involve Families in Governance:** Establish mechanisms for family representatives to participate in governance, ensuring that lived experience informs decision-making.
- **Schedule Routine Partnership Reviews:** Hold regular reviews to assess partnership performance, jointly address challenges, and agree on improvements.

Policies, Procedures, Practices, and Behaviours: The Family Hub has robust policies that formalise partnership governance, define shared objectives, and clarify decision-making processes. Procedures establish transparent structures for joint planning, reporting, and accountability, with regular opportunities for review and adaptation. Best practice examples include inclusive governance boards, shared charters, and mechanisms for family involvement in oversight. Personnel and leaders model openness, joint responsibility, and a commitment to collective problem-solving, ensuring all partners are invested in coordinated delivery and continuous improvement across the Family Hub model.

Self-Assessment / External Assessment Building Blocks: How effectively governance arrangements support shared accountability among partners.

Limited Capability (1 Point): Governance arrangements are unclear, inconsistent, or agency-specific.

Satisfactory Capability (2 Points): Partnership agreements and governance structures exist but are primarily focused on compliance and information sharing.

Good Capability (3 Points): Partners share responsibility for outcomes, regularly review performance, and jointly make decisions within established governance structures.

Excellent Capability (4 Points): Governance arrangements drive collective accountability, continuous improvement, and strategic decision-making, demonstrably improving outcomes for families.

Aspirational, Measurable Building Block: All partner agencies sign and implement a joint governance framework within 6 months, achieving 75% compliance with shared decision-making protocols and documenting joint actions in quarterly governance reports.

Standard 3: Personnel Skills, Knowledge, Behaviours and Wellbeing

Family Hub personnel play a key role in shaping families' experiences through respectful, consistent, and empathetic interactions. Skilled staff, supported by thorough training and wellbeing programs, provide trauma-informed, relationship-based support that builds trust, encourages participation, and improves outcomes.

Outcome 3.1 Skilled & Confident Personnel: Family Hub personnel are capable and confident in delivering quality, relationship-focused, trauma-informed support, information, advice, and guidance.

Why This Is Important For Families: The workforce is the 'face' of a Family Hub, so families' perceptions depend on staff capability and confidence. When families meet practitioners who demonstrate empathy, cultural awareness, and a strengths-based approach, they are more likely to feel valued and understood. This builds trust and encourages families to participate.

Actionable Practice Insights

- **Competency Framework:** Develop and apply a clear framework of skills and competencies to guide recruitment, development, and performance reviews.
- **Comprehensive Induction Programme:** Develop a comprehensive orientation covering the Family Hub model, local services, safeguarding, and core values.
- **Feedback and Continuous Improvement:** Create channels for personnel to give and receive feedback, and use insights to adapt training, support, information, advice and guidance.
- **Ongoing Professional Development:** Provide regular training in trauma-informed care, relationship-building, cultural competence, and emerging best practices to build personnel's confidence in decision-making.
- **Reflective Supervision and Peer Support:** Facilitate regular supervision sessions and peer learning to build confidence and share effective approaches.
- **Role Modelling and Recognition:** Identify and celebrate personnel who exemplify high-quality, relationship-centred, trauma-informed practice, thereby encouraging others to emulate them.
- **Wellbeing and Resilience Initiatives:** Provide personnel with access to wellbeing resources and resilience-building activities to support their emotional wellbeing.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that prioritise personnel development, wellbeing, and high standards of practice. Procedures ensure regular, relevant training, clear supervision structures, and systematic performance reviews aligned with defined competencies. Best practice includes fostering a culture of learning, reflection, and mutual support, empowering personnel to share expertise and address challenges collaboratively. Personnel behaviours demonstrate empathy, professionalism, and confidence in delivering trauma-informed, person-centred support, ensuring families consistently receive high-quality advice and guidance.

Self-Assessment / External Assessment Building Blocks: Measuring the capability and confidence of personnel delivering support.

Limited Capability (1 Point): Personnel receive limited training and display inconsistent confidence or practice.

Satisfactory Capability (2 Points): Personnel complete mandatory training and can provide basic information, advice, and guidance.

Good Capability (3 Points): Personnel demonstrate strong relationship-based and trauma-informed practice, supported by regular development and supervision.

Excellent Capability (4 Points): Personnel are recognised as highly skilled practitioners whose expertise, confidence, and professional judgement consistently produce positive outcomes for families.

Aspirational, Measurable Building Block: Within 12 months, ≥75% of relevant staff complete accredited training (relevant to role) and are positively assessed as having advanced competency in trauma-informed, relationship-based support.

Outcome 3.2 Respectful & Compassionate Practice: Family Hub personnel demonstrate respect, empathy, cultural awareness, and a strengths-based approach in their practice.

Why This Is Important For Families: How families are treated directly affects engagement, trust, and outcomes. When personnel consistently demonstrate empathy, respect, and cultural competence, families experience a welcoming environment that encourages meaningful participation. Such compassionate and inclusive practice yields positive feedback from families, reinforces a non-judgemental, strengths-based ethos, and fosters ongoing relationships that support families through challenging circumstances and help achieve lasting improvements.

Actionable Practice Insights

- **Celebrate Diversity and Success:** Acknowledge and celebrate cultural events, family achievements, and positive stories throughout the Hub and the community.
- **Cultural Competence Training:** Provide regular training and learning opportunities on cultural awareness, anti-discriminatory practice, and working with diverse communities, leading to consistent demonstration of empathy and respect.
- **Family-Led Decision-Making:** Involve families as active partners in planning and decision-making, recognising and valuing their knowledge and experience.
- **Feedback from Families:** Routinely seek feedback on personnel behaviours and relationships and use these insights to inform ongoing practice and training.
- **Inclusive Communication:** Ensure that communication (verbal, written, and non-verbal) is accessible, respectful, and tailored to each families language and cultural context.
- **Reflective Practice Sessions:** Hold regular reflective practice groups or supervision sessions to foster self-awareness, empathy, and continuous improvement in respectful engagement.
- **Strengths-Based Practice Frameworks:** Embed strengths-based approaches across assessment, planning, and everyday interactions, emphasising family assets and potential rather than deficits.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that mandate respectful, inclusive, and culturally sensitive practices at all levels. Procedures should support ongoing personnel development in empathy, cultural competence, and strengths-based practice, and include mechanisms for regular supervision and reflective learning. Best practice examples include co-production with families, accessible communication, and celebrating diversity. Personnel consistently demonstrate empathy, active listening, respect for cultural differences, and a belief in all families' strengths and capabilities, ensuring that all families feel valued and understood.

Self-Assessment / External Assessment Building Blocks: How families experience interactions with personnel.

Limited Capability (1 Point): Families report inconsistent treatment, poor communication, or judgemental attitudes.

Satisfactory Capability (2 Points): Families generally feel respected and heard in interactions.

Good Capability (3 Points): Personnel consistently demonstrate empathy, cultural awareness, and strengths-based practice, resulting in positive family experiences.

Excellent Capability (4 Points): Families describe interactions as empowering, compassionate, and transformative, leading to high levels of trust, engagement, and sustained participation.

Aspirational, Measurable Building Block: ≥75% of families report that personnel demonstrate respect, empathy, and cultural sensitivity, as measured by post-service satisfaction surveys and annual independent reviews.

Outcome 3.3 Supportive: Workforce Development: Family Hub personnel receive comprehensive support, including induction programmes, supervision, continuous professional development, and opportunities for reflective practice.

Why This Is Important For Families: Without support through induction, supervision, ongoing learning, and reflective practice, personnel quality may decline, and inconsistency may increase. In contrast, when personnel are well supported through structured development opportunities, they are better equipped to provide stable, high-quality support and to offer information, advice, and guidance, fostering stronger relationships with families and ensuring that support remains reliable and responsive to changing needs.

Actionable Practice Insights

- **Continuous Professional Development (CPD):** Provide ongoing access to training, workshops, and courses aligned with emerging best practice and workforce needs.
- **Feedback and Recognition Systems:** Implement mechanisms that enable personnel to give and receive constructive feedback and to recognise achievements and positive contributions regularly.
- **Peer Support Networks:** Establish peer mentoring or buddy systems to promote mutual support, knowledge sharing, and resilience.
- **Personal Development Plans:** Support personnel in creating and reviewing individual learning and career development plans to ensure progression and sustain motivation.
- **Reflective Practice Groups:** Provide regular opportunities for personnel to engage in group reflection, share experiences, and co-develop solutions.
- **Regular Supervision and Coaching:** Schedule regular, high-quality supervision and coaching sessions to support personnel wellbeing, professional development, and problem-solving.
- **Structured Induction Programme:** Deliver a comprehensive induction for all new personnel, covering the Family Hub model, safeguarding, trauma-informed practice, and local service pathways.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that prioritise comprehensive personnel support, wellbeing, and professional growth. Procedures ensure that induction, supervision, and CPD are systematic, accessible, and tailored to personnel roles and needs. Best practice examples include embedding reflective practice, supporting personal development, and fostering a culture of feedback and recognition. Personnel are encouraged to engage openly in learning, reflection, and mutual support, thereby creating a confident, resilient workforce equipped to deliver high-quality, relationship-centred support to families.

Self-Assessment / External Assessment Building Blocks: How effectively personnel are supported in developing and improving.

Limited Capability (1 Point): Personnel receive minimal structured induction, supervision, or development support.

Satisfactory Capability (2 Points): Personnel have access to induction, supervision, and occasional development opportunities.

Good Capability (3 Points): Workforce development is structured, ongoing, and aligned with competencies, supported by regular supervision and reflective practice.

Excellent Capability (4 Points): Continuous learning is embedded in the culture, producing a highly capable, adaptable, and resilient workforce that consistently improves practice.

Aspirational, Measurable Building Block:

≥90% of staff participate in a robust induction, regular supervision, and at least two professional development opportunities per year, as recorded in workforce development records.

Outcome 3.4 Valued Workforce Wellbeing: The Family Hub places a strong emphasis on personnel wellbeing, enabling personnel to consistently provide high-quality support, advice, information, and guidance to families.

Why This Is Important For Families: Personnel with access to wellbeing resources and working in a positive environment feel appreciated and empowered. This helps them stay motivated and satisfied, which directly improves the support, information, advice and guidance they provide to families. As a result, families can rely on dependable, responsive help, even as their needs change.

Actionable Practice Insights

- **Accessible Wellbeing Resources:** Provide access to a range of wellbeing resources, including counselling, employee assistance programmes, and mindfulness or stress-management sessions.
- **Continuous Feedback and Improvement:** Regularly collect staff feedback on wellbeing initiatives and workplace culture, using these insights to inform ongoing improvements.
- **Flexible Working Arrangements:** Offer flexible working hours, remote work options, and reasonable adjustments to accommodate diverse personnel needs
- **Leadership Role Modelling:** Ensure leaders visibly prioritise and support wellbeing by participating in wellbeing initiatives and by encouraging personnel to do the same.
- **Promote a Positive Work Culture:** Foster a culture of openness, mutual respect, and recognition, where personnel feel safe raising concerns and where successes are celebrated.
- **Regular Wellbeing Check-Ins:** Schedule periodic one-to-one or group check-ins to help personnel discuss their wellbeing, workload, and any support needs.
- **Wellbeing Policies and Strategies:** Develop and implement clear policies and strategies that prioritise personnel wellbeing, including mental health and work-life balance.

Policies, Procedures, Practices, and Behaviours: The Family Hub has robust policies that embed personnel wellbeing as a core priority, with clear procedures for accessing support and for raising concerns confidentially. Practices include regular wellbeing check-ins, flexible working options, and a proactive approach to preventing burnout. Leaders model a supportive, empathetic culture, recognising and responding promptly to wellbeing needs. By making personnel feel valued and cared for, the Family Hub ensures a motivated, resilient workforce equipped to provide consistent, high-quality support, information, advice, and guidance to families.

Self-Assessment / External Assessment Building Blocks: How effectively personnel wellbeing is supported.

Limited Capability (1 Point): Wellbeing support is limited or reactive, and workforce stress undermines service delivery.

Satisfactory Capability (2 Points): Personnel can access wellbeing support, and leaders recognise its importance.

Good Capability (3 Points): Wellbeing is proactively monitored and supported through structured initiatives, flexible working, and regular conversations.

Excellent Capability (4 Points): Personnel report feeling highly valued, supported, and resilient, which contributes to strong retention and engagement and consistently high-quality support for families.

Aspirational, Measurable Building Block: Achieve a staff wellbeing score of $\geq 75\%$ or higher in annual wellbeing surveys, maintain a staff retention rate above $\geq 80\%$, and reduce reported work-related stress by 20% over two years.

Standard 4: Safe, Ethical and Quality Assured Practice

The Family Hub builds trust and quality by sharing information safely, following strict internal quality assurance, and ensuring all staff and partners understand safeguarding procedures. Clear safeguarding practices protect families, boost confidence, and help staff address complex needs while maintaining high care standards.

Outcome 4.1 Safeguarding Clarity: The Family Hub has established clear safeguarding responsibilities that are well understood by all relevant personnel and uniformly applied across the Hub and its partner services.

Why This Is Important For Families: Inconsistent safeguarding puts children and families at risk. When safeguarding responsibilities are clearly defined and consistently applied, families gain confidence that their wellbeing is prioritised. This clarity not only protects against harm but also strengthens trust between families and services, ensuring concerns are recognised promptly and addressed in a supportive manner.

Actionable Practice Insights

- **Clear Reporting Pathways:** Establish and communicate simple, accessible routes for reporting safeguarding concerns, including guidance on escalation.
- **Comprehensive Safeguarding Policy:** Develop and regularly update a safeguarding policy that clearly sets out the roles, responsibilities, and procedures for all personnel and partner agencies.
- **Integrated Multi-Agency Protocols:** Collaborate with partner agencies to align safeguarding protocols, ensuring seamless implementation and a shared understanding.
- **Mandatory Safeguarding Training:** Ensure all personnel, including partners and volunteers, complete regular, accredited safeguarding training relevant to their roles.
- **Ongoing Communication and Reminders:** Use regular briefings, newsletters, and team meetings to reinforce safeguarding responsibilities and keep personnel informed of changes and learning.
- **Regular Safeguarding Audits:** Conduct routine audits and reviews to ensure safeguarding procedures are followed and to identify areas for improvement.
- **Visible Safeguarding Leads:** Appoint designated safeguarding leads who are readily identifiable and accessible throughout the Hub to provide advice and support.

Policies, Procedures, Practices, and Behaviours: The Family Hub has clear, robust safeguarding policies that set out responsibilities and procedures for all personnel and partners. These policies require comprehensive, regular training, clear reporting mechanisms, and visible safeguarding leadership within the Hub. Best practice examples include ongoing audits, alignment of protocols across agencies, and continuous communication about safeguarding expectations. Personnel demonstrate vigilance, confidence in reporting concerns, and a shared commitment to safeguarding, ensuring that every team member understands and fulfils their responsibilities to protect children and families.

Self-Assessment / External Assessment Building Blocks: How clearly safeguarding responsibilities are understood and applied.

Limited Capability (1 Point): Personnel are unclear about safeguarding responsibilities or reporting processes.

Satisfactory Capability (2 Points): Safeguarding responsibilities are defined, and personnel know how to raise concerns.

Good Capability (3 Points): Safeguarding responsibilities are consistently understood and applied across the Family Hub and its partner organisations.

Excellent Capability (4 Points): Safeguarding culture is embedded across the system, resulting in confident practice, timely interventions, and strong assurance that children and families are protected.

Aspirational, Measurable Building Block: ≥75% of Family Hub and partner personnel achieve at least 90% on annual safeguarding knowledge assessments, with full compliance demonstrated in quarterly safeguarding audits.

Outcome 4.2 Responsible Sharing: The Family Hub shares information legally and appropriately, in a manner that safeguards families and children.

Why This Is Important For Families: Poor information sharing either jeopardises safety or breaches trust. When information is shared responsibly, families receive timely support and are reassured that their personal details are handled with care and transparency. This approach empowers families to be actively involved in decisions that affect them, strengthens their confidence in the Family Hub, and fosters more effective collaboration between professionals and the community.

Actionable Practice Insights

- **Clear Information-Sharing Policy:** Develop and maintain a robust policy that sets out when and how information may be shared, ensuring compliance with legal and ethical standards.
- **Consent Procedures:** Establish clear processes for obtaining, recording, and reviewing families' consent to share information, with guidance on when sharing without consent is legally justified.
- **Multi-Agency Agreements:** Establish data-sharing agreements with partner organisations to ensure a shared understanding and accountability for information handling.
- **Personnel Training on Data Protection:** Provide regular training for all personnel and partners on GDPR, confidentiality, and safe information-sharing practices.
- **Regular Audits and Reviews:** Schedule audits to monitor compliance with information-sharing policies and promptly address any gaps or risks.
- **Secure Communication Channels:** Use encrypted systems to share sensitive information with personnel and partner agencies.
- **Standardised Record Keeping:** Implement consistent templates and protocols to document what information is shared, with whom, and for what purpose.

Policies, Procedures, Practices, and Behaviours: The Family Hub has comprehensive policies that clearly define the legal and ethical parameters for information sharing, both internally and with partners. Procedures guide personnel in obtaining consent, using secure systems, and maintaining accurate records of all information shared. Best practice examples include routine training, multi-agency agreements, and regular audits to ensure compliance and safeguard families. Personnel demonstrate discretion, professionalism, and a commitment to always protecting the confidentiality and safety of children and families.

Self-Assessment / External Assessment Building Blocks: How effectively information is shared safely and appropriately.

Limited Capability (1 Point): Information sharing is inconsistent or delayed, or it poses risks for families.

Satisfactory Capability (2 Points): Information is shared in line with basic policies and procedures.

Good Capability (3 Points): Personnel share information lawfully, securely, and proportionately to support coordinated interventions.

Excellent Capability (4 Points): Information sharing is seamless, trusted, and fully integrated across partner agencies, enabling timely decision-making and improved outcomes while maintaining confidentiality.

Aspirational, Measurable Building Block: ≥75% of information-sharing incidents are compliant with legal and policy standards, as verified by biannual independent information governance audits, with no substantiated breaches.

Outcome 4.3 Ethical Standards: The Family Hub's commitment to ethical practice is underpinned by comprehensive policies on consent, confidentiality, and informed decision-making.

Why This Is Important For Families: Trust is a foundational ethical practice underpinning engagement. When families are confident that their privacy, consent, and choices are respected through consistent, transparent processes, they are more likely to participate openly, leading to stronger partnerships and better outcomes. Ethical standards not only protect sensitive information but also empower families by ensuring their voices are heard and their decisions are valued throughout their interactions with the Family Hub.

Actionable Practice Insights

- **Comprehensive Ethics Policy:** Develop and regularly review a detailed policy covering consent, confidentiality, information sharing, and informed decision-making.
- **Confidentiality Protocols:** Establish and enforce strict confidentiality protocols that clearly set out when and how information may be lawfully and ethically shared.
- **Ethical Dilemmas Guidance:** Provide personnel with practical guidance and supervision to address ethical dilemmas, including regular reflective practice sessions.
- **Informed Decision-Making Support:** Provide families with accessible information and support to enable them to make informed choices about their care and their involvement in services.
- **Mandatory Ethics Training:** Ensure all personnel and volunteers complete regular training on ethical standards, dilemmas, and best practices for family support.
- **Routine Policy Audits:** Conduct regular audits and gather feedback from families and staff to ensure ethical standards are consistently met and policies remain relevant.
- **Transparent Consent Processes:** Implement clear, accessible consent procedures, with documentation and regular checks to ensure families fully understand their rights.

Policies, Procedures, Practices, and Behaviours:

The Family Hub maintains robust, up-to-date policies on consent, confidentiality, and ethical conduct, ensuring every families rights and choices are protected. Procedures provide clear guidance for personnel on securing and recording informed consent, maintaining confidentiality, and supporting families in decision-making. Best practice examples include ongoing ethics training, reflective practice, and routine policy audits. Personnel consistently demonstrate respect, transparency, and integrity, empowering families to make informed decisions and to trust the Hub's ethical standards.

Self-Assessment / External Assessment Building Blocks: How effectively ethical principles guide practice.

Limited Capability (1 Point): Consent, confidentiality, and informed decision-making are applied inconsistently.

Satisfactory Capability (2 Points): Personnel adheres to established ethical procedures and obtains consent appropriately.

Good Capability (3 Points): Ethical practice is consistently demonstrated through transparent decision-making and active family involvement.

Excellent Capability (4 Points): Families report high levels of trust and confidence in the Hub's integrity, transparency, and respect for their choices and rights.

Aspirational, Measurable Building Block: ≥75% of cases requiring consent or confidentiality demonstrate full adherence to ethical policies, as evidenced by quarterly case-file audits and no upheld complaints of ethical breaches.

Outcome 4.4 Quality Assurance: The Family Hub maintains robust quality assurance measures to oversee practice, resolve issues, and enhance its services.

Why This Is Important For Families: Without quality assurance activities, issues can persist, and improvement becomes reactive rather than proactive. With robust quality assurance arrangements, the Family Hub ensures continuous monitoring and evaluation of practice, enabling the early identification and resolution of concerns. This proactive approach leads to consistently high standards, fosters trust, and supports ongoing learning and improvement, ultimately creating a safer, more responsive environment for families.

Actionable Practice Insights

Clear Quality Standards: Develop and communicate clear quality benchmarks and performance indicators for all services delivered through the Family Hub.

Continuous Professional Development: Link quality-assurance findings to personnel training and development to embed practice improvements across the team.

Data-Driven Improvement: Use data analysis and outcome tracking to identify trends, measure impact, and drive evidence-based improvements in service delivery.

Incident and Issue Resolution Protocols: Establish transparent procedures for reporting, investigating, and resolving complaints or incidents, with clear accountability and defined learning outcomes.

Multi-Agency Quality Forums: Hold regular quality-assurance forums with partner agencies to share learning, align standards, and review joint performance.

Regular Audits and Reviews: Schedule regular audits and case reviews to monitor policy compliance, identify strengths and areas for improvement, and uphold high standards.

Robust Feedback Mechanisms: Collect feedback from families, personnel, and partners through surveys, focus groups, and complaint procedures to inform ongoing quality improvements.

Policies, Procedures, Practices, and Behaviours: The Family Hub has robust policies that set clear standards, ensure transparent issue resolution, and embed regular quality assurance. Procedures detail how audits, feedback collection, and performance monitoring are carried out, and how learning is applied to improve services. Best practice examples include linking quality assurance to personnel development, fostering open communication about improvement, and collaborating with partners to maintain high standards. Personnel behaviours demonstrate accountability, openness to feedback, and a commitment to continuous learning, ensuring that every aspect of the Hub's work is subject to oversight and improvement.

Self-Assessment / External Assessment Building Blocks: How effectively quality assurance drives improvement.

Limited Capability (1 Point): Quality assurance activity is limited, inconsistent, or largely reactive.

Satisfactory Capability (2 Points): Audits and reviews are conducted periodically, and compliance issues are addressed promptly.

Good Capability (3 Points): Quality assurance processes routinely identify strengths, risks, and opportunities for improvement, leading to measurable service enhancements.

Excellent Capability (4 Points): Quality assurance is embedded within a culture of learning and accountability, leading to consistently high standards and demonstrable improvements for families.

Aspirational, Measurable Building Block: ≥75% of identified practice issues are acknowledged, risk-assessed and assigned an action plan within one month. Progress and closure are monitored according to risk and agreed timescales.

Standard 5: Outcomes, Impact and Continuous Improvement

By setting clear outcomes that reflect its purpose and community needs, the Hub can assess its impact and show tangible benefits. Using both quantitative and qualitative data, the Hub identifies service gaps to stay responsive and effective.

This evidence-based approach drives ongoing improvements, enabling the Hub to better support families while fostering a learning culture.

Outcome 5.1 Outcome Clarity: The Family Hub has set specific outcomes aligned with its intended purpose and supporting local priorities.

Why This Is Important For Families: Without clear outcomes, impact cannot be measured or demonstrated. Using both quantitative (reach and usage) and qualitative (experience) data enables the Hub to gain a deeper understanding of its reach, families' experiences, and the overall effectiveness of its support, ensuring that decisions are evidence-informed and that services can be better targeted to maximise positive outcomes.

Actionable Practice Insights

- **Align with Local Strategies:** Regularly review local authority priorities, health and wellbeing strategies, and community data to ensure outcomes remain relevant and up to date.
- **Collaborative Outcome Setting:** Involve staff, partners, and families in defining clear, measurable outcomes that reflect the Hub's purpose and local needs, including school readiness, early childhood outcomes, and Start for Life indicators.
- **Embed Outcomes in Planning:** Integrate outcome goals into service planning, personnel objectives, and partnership agreements to ensure a shared focus.
- **Outcome Mapping:** Develop visual tools, such as outcome maps or logic models, to illustrate how activities link to intended results.
- **Regular Outcome Reviews:** Establish a schedule for reviewing and updating outcomes in response to new evidence, shifting priorities, or feedback.
- **SMART Outcome Awards:** Apply the Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) principles to articulate and track outcomes.
- **Transparent Communication:** Clearly communicate intended outcomes to personnel, partners, and families through multiple channels.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that set and regularly review clear, relevant outcomes aligned with its mission and local priorities. Procedures guide the collaborative development, monitoring, and communication of these outcomes, ensuring all stakeholders understand and work towards common goals. Best practice examples include using SMART Awards, involving families and partners in the process, and embedding an outcome focus within planning and evaluation cycles. Personnel behaviours reflect a shared commitment to achieving these outcomes, with regular reflection, transparent communication, and adaptability to evolving needs.

Self-Assessment / External Assessment Building Blocks: How clearly outcomes are defined and aligned with local priorities.

Limited Capability (1 Point): Outcomes are unclear, poorly defined, or not routinely measured.

Satisfactory Capability (2 Points): The Family Hub has identified outcomes and tracks basic performance indicators.

Good Capability (3 Points): Outcomes are clearly defined, measurable, aligned with local priorities, and integrated into planning and delivery.

Excellent Capability (4 Points): Outcomes provide a shared framework for decision-making and demonstrate measurable contributions to local strategic priorities and family wellbeing.

Aspirational, Measurable Building Block: ≥75% of Family Hub initiatives have clearly defined, documented, and locally aligned outcomes, reviewed and updated annually, as verified by outcome-mapping audits.

Outcome 5.2 Data-Driven Insights: The Family Hub uses both quantitative (reach and usage) and qualitative (experience) data to comprehensively assess its reach, user experience, and overall impact.

Why This Is Important For Families: Decisions grounded in quantitative (reach and usage) and qualitative (experience) evidence led to better targeting and improved outcomes. By systematically sharing data among partners and routinely analysing both usage figures and personal experiences, the Family Hub can ensure its services are responsive to community needs and adapt its approaches as necessary. Regular reporting and collaborative interpretation of this information support timely interventions and foster a culture of continuous learning, ultimately helping to create action plans that address gaps and drive meaningful improvements for families.

Actionable Practice Insights

- **Build Data Literacy:** Invest in staff training to ensure everyone can interpret and use data effectively in their roles.
- **Data Sharing and Collaboration:** Work with partners to share relevant data, enabling a holistic understanding of family journeys and reducing duplication.
- **Data-Informed Decision-Making:** Use data insights to set priorities, adapt services, and inform strategic planning at all levels of the Hub.
- **Develop a Data Strategy:** Establish a clear strategy that defines which quantitative (reach and usage) and qualitative (experience) data will be collected, how it will be gathered, and who will be responsible.
- **Integrated Data Collection Systems:** Implement systems that enable seamless collection and analysis of both service usage data (quantitative – reach and usage) and user feedback (qualitative - experience).
- **Regular Data Reviews:** Schedule routine reviews to monitor reach, engagement, and user outcomes, and to identify trends and areas for improvement.
- **Use Mixed Methods:** Combine surveys, interviews, case studies, and usage statistics to provide a comprehensive picture of family needs and the impact of services.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that require the systematic collection, analysis, and use of quantitative (reach and usage) and qualitative (experience) data. Procedures support secure, ethical data handling and embed regular data review cycles within service improvement processes. Best practice examples include collaborative data sharing, mixed-methods evaluation, and making data accessible to personnel and partners for learning and planning. Personnel behaviours reflect curiosity, openness to learning from data, and a commitment to using insights to improve reach, user experience, and impact for families.

Self-Assessment / External Assessment Building Blocks: How effectively data informs decision-making.

Limited Capability (1 Point): Data collection is inconsistent and rarely informs service development.

Satisfactory Capability (2 Points): Basic usage and feedback data are collected and periodically reviewed.

Good Capability (3 Points): Quantitative and qualitative data are routinely analysed and used to inform planning, delivery, and improvement.

Excellent Capability (4 Points): Data is shared, interpreted, and acted upon collaboratively by partners, leading to evidence-based decisions and demonstrable improvements in outcomes.

Aspirational, Measurable Building Block: Quarterly reports include comprehensive quantitative and qualitative data for at least ≥75% of services, and this data is used in 80% of strategic reviews and decision-making sessions.

Outcome 5.3 Access / Gap Improvement: The Family Hub systematically identifies gaps in service provision or access and communicates these findings to support informed planning and continuous improvement.

Why This Is Important For Families: By systematically identifying and addressing gaps in access and provision, the Hub not only adapts to emerging needs but also ensures that services are inclusive and accessible to all families. This proactive approach, informed by regular reviews and community insights, enables the Hub to respond effectively to the needs of underrepresented groups and to support ongoing collaboration among partners to refine service delivery. As a result, families receive more responsive support and are confident that the Hub continually enhances its offer to meet their changing circumstances.

Actionable Practice Insights

- **Accessible Feedback Channels:** Establish clear, accessible channels for families and personnel to report barriers or unmet needs directly to the Hub.
- **Action Planning and Monitoring:** Develop and track targeted action plans to address gaps, with clear accountability and review timelines.
- **Collaborative Solution Workshops:** Hold regular workshops with partners and families to co-design solutions to address identified gaps and barriers.
- **Regular Needs Assessments:** Conduct ongoing needs assessments using data, family feedback, community engagement and insight, and local intelligence to identify emerging needs and service gaps.
- **Routine Gap Reporting:** Establish a standard process for documenting and sharing findings on service gaps with leadership, partners, and commissioning bodies.
- **Service Mapping and Analysis:** Map existing services and compare them with identified needs to identify underserved groups or areas, or those experiencing poorer outcomes.
- **Transparent Communication:** Share findings and planned improvements widely with families, personnel, and partners to foster trust and shared ownership of change.

Policies, Procedures, Practices, and Behaviours: The Family Hub's policies require systematic identification and analysis of gaps in service access or provision. Procedures support regular data collection, transparent reporting, and collaborative planning with partners and families. Best practice examples include routine needs assessments, active feedback loops, and co-designed solutions that embed continuous improvement across operations. Personnel behaviours demonstrate openness, accountability, and a proactive approach to identifying and addressing barriers, ensuring every family's needs are recognised and acted upon to improve service access and delivery.

Self-Assessment / External Assessment Building Blocks: How effectively gaps in access and provision are identified and addressed.

Limited Capability (1 Point): Service gaps are neither systematically identified nor reviewed.

Satisfactory Capability (2 Points): Gaps are occasionally identified through feedback or operational discussions.

Good Capability (3 Points): Regular needs assessments, service mapping, and data analysis identify gaps and inform targeted improvement plans.

Excellent Capability (4 Points): The Family Hub anticipates emerging needs, rapidly addresses inequalities, and delivers measurable improvements in access for underserved communities.

Aspirational, Measurable Building Block: $\geq 75\%$ of identified service or access gaps are reported and communicated to leadership within one month of discovery, and at least 65% are addressed through action plans within six months.

Outcome 5.4 Service Enhancement: The Family Hub utilises data analysis, feedback, and evaluation to drive measurable improvements in service delivery.

Why This Is Important For Families: Using feedback drives continuous improvement, ensuring the Hub remains effective and responsive. Families see tangible improvements in services, with their needs more accurately identified and addressed through data-driven changes and collaborative evaluation. This approach helps ensure that underrepresented and underserved groups are prioritised and that learning from feedback is actively shared across teams and partners, leading to tested and refined approaches that directly improve outcomes for all families.

Actionable Practice Insights

- **Create Improvement Action Plans:** Develop targeted plans in response to evaluation findings, with clear objectives, timelines, and accountability for delivery.
- **Establish Continuous Feedback Loops:** Regularly gather feedback from families, personnel, and partners through surveys, focus groups, and informal conversations to identify areas for improvement.
- **Facilitate Collaborative Review Meetings:** Hold regular meetings with personnel, partners, and family representatives to review data, share learning, and co-design service enhancements.
- **Implement Routine Data Analysis:** Analyse quantitative and qualitative data on service use, outcomes, and satisfaction to identify trends and measure impact.
- **Pilot and Test Innovations:** Encourage small-scale trials of new approaches, using data and feedback to refine them before wider implementation.
- **Schedule Regular Evaluation Cycles:** Set up scheduled evaluation periods—quarterly or biannually—to systematically review service performance and outcomes.
- **Share Outcomes and Learning:** Communicate service changes, improvements, and lessons learned transparently to all stakeholders, fostering a culture of continuous improvement.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that embed regular evaluation, data-driven decision-making, and responsiveness to feedback across all levels of service delivery. Procedures set out how feedback and data are collected, analysed, and translated into action, with clear processes for monitoring and reporting on improvements. Best practice examples include collaborative evaluation, piloting new initiatives, and transparent communication of outcomes. Personnel behaviours reflect a commitment to learning, openness to change, and proactive participation in improvement processes, ensuring services continually evolve to meet family needs.

Self-Assessment / External Assessment Building Blocks: How effectively do evaluation and feedback improve services?

Limited Capability (1 Point): Feedback is collected but rarely results in visible change.

Satisfactory Capability (2 Points): Improvements are made periodically in response to identified issues.

Good Capability (3 Points): Feedback, data, and evaluation findings routinely drive service improvements, which are monitored and reviewed.

Excellent Capability (4 Points): Continuous improvement is embedded across the Family Hub, with measurable service improvements and clear evidence that learning directly improves outcomes for families.

Aspirational, Measurable Building Block: Achieve at least two measurable service improvements per year, directly linked to data analysis, feedback, or evaluation findings, as documented in annual service enhancement reports.

Standard 6: Voice, Co-Production & Community Connection

Families and communities help shape the Family Hub by giving input on its services, making them more responsive to local needs. This collaboration strengthens connections, encourages open communication, and supports shared responsibility and positive change.

Outcome 6.1 Family Engagement: The Family Hub meaningfully engages families in shaping, reviewing, and improving the Hub offer.

Why This Is Important For Families: By actively involving families in shaping and reviewing the Hub offer, services become better tailored to their unique needs and circumstances. This meaningful engagement helps ensure a diverse range of voices is heard, fosters inclusive participation, and builds trust between families and the Hub. Through regular opportunities such as forums, surveys, and panels, families can share their perspectives, leading to co-production that delivers tangible improvements.

Actionable Practice Insights

- **Accessible Feedback Channels:** Provide easy-to-use, confidential channels for families to share ideas, concerns, and suggestions at any time.
- **Co-Production Panels:** Establish regular panels or forums to reach diverse voices, enabling families to directly participate in designing and reviewing services and resources.
- **Diverse Engagement Methods:** Use a range of engagement methods—such as surveys, focus groups, community events, and digital platforms—to reach families with different preferences and needs.
- **Family Representatives on Governance:** Invite family representatives to serve on governance boards or advisory groups, ensuring their perspectives inform strategic decisions.
- **Incentives and Recognition:** Offer recognition, certificates, or small tokens of appreciation to thank families for their time and contributions.
- **Ongoing Relationship Building:** Invest in continuous relationship-building through regular contact, outreach, and trust-building activities within the community, fulfilling the local anchor role and demonstrating community leadership and locality responsiveness.
- **Transparent Communication:** Clearly communicate how input from families, the community, and the voluntary sector has shaped decisions and what changes have resulted, thereby closing the feedback loop.

Policies, Procedures, Practices, and Behaviours: The Family Hub's policies mandate meaningful family involvement across all aspects of service design and improvement. Procedures set out how families will be engaged, how their feedback will be collected and used, and how outcomes will be communicated to them. Best practice examples include co-production, accessible and varied engagement opportunities, and transparent reporting on impact. Personnel behaviours demonstrate respect, openness, and a genuine commitment to partnership with families, ensuring families feel valued, heard, and empowered to shape the Hub's offer.

Self-Assessment / External Assessment Building Blocks: How meaningfully families are involved in shaping the Family Hub offer.

Limited Capability (1 Point): Family involvement is minimal, ad hoc, or largely consultative.

Satisfactory Capability (2 Points): Families are invited to provide feedback via surveys, forums, or other engagement activities.

Good Capability (3 Points): Families regularly participate in reviewing and shaping services through structured engagement and co-design.

Excellent Capability (4 Points): Family voice is embedded in decision-making, governance, and service development, resulting in services that clearly reflect community priorities.

Aspirational, Measurable Building Block: ≥75% of Family Hub programmes and service reviews actively include family input, and at least 60% of participating families report that their contributions were valued and influenced outcomes, as measured by engagement records and post-engagement surveys.

Outcome 6.2 Co-Production Impact: Co-production initiatives lead to measurable improvements in Family Hub service provision and delivery.

Why This Is Important For Families: Co-production must lead to change, not merely participation. When families see tangible improvements in services or delivery that stem directly from their input, it fosters confidence and strengthens trust in the process. This visible impact shows that their voices are valued and contribute to meaningful, lasting improvements, ensuring their involvement goes beyond symbolic gestures and translates into real influence in decision-making.

Actionable Practice Insights

- **Celebrate Co-Production Successes:** Publicly acknowledge and celebrate co-production successes that have led to improvements, inspiring ongoing participation.
- **Feedback Loops:** Regularly update families and stakeholders on the tangible changes arising from their input, demonstrating the direct impact of co-production.
- **Flexible Engagement Opportunities:** Offer ongoing, varied opportunities for families to co-design, test, and review services, recognising that needs and availability vary.
- **Measure and Share Impact:** Develop methods to assess the effectiveness of co-produced changes—such as user satisfaction surveys or outcome data—and share the results widely.
- **Set Clear Co-Production Objectives:** Define specific goals and intended outcomes for co-production activities so that all participants understand how their involvement will shape services.
- **Personnel Training in Co-Production:** Train personnel in facilitation skills and co-production principles to ensure genuine, respectful collaboration with families.
- **Track and Document Changes:** Maintain a detailed record of family suggestions and clearly document how they have influenced service design, delivery, or policy.

Policies, Procedures, Practices, and Behaviours: The Family Hub embeds co-production in its policies as a standard approach to service development and improvement. Procedures ensure robust systems for capturing family input, implementing changes, and communicating the impact to families and personnel. Best practice examples include transparent documentation, regular reporting, and recognition of families' contributions. Personnel behaviours demonstrate openness, active listening, and a commitment to collaborative working, ensuring families see real, meaningful change as a result of their involvement in co-production.

Self-Assessment / External Assessment Building Blocks: Whether co-production leads to meaningful change.

Limited Capability (1 Point): Families provide input but cannot identify any resulting changes.

Satisfactory Capability (2 Points): Some service improvements can be linked to family feedback and involvement.

Good Capability (3 Points): Co-production activities routinely inform service design, delivery, and policy decisions, and outcomes are communicated to participants.

Excellent Capability (4 Points): Families can clearly demonstrate that their involvement has resulted in measurable improvements in services and in cultural change across the Family Hub.

Aspirational, Measurable Building Block: At least three demonstrable service improvements per year are directly attributed to co-production initiatives, as evidenced by documented changes in service design or delivery and validated by stakeholder feedback.

Outcome 6.3 Community Connections: The Family Hub collaborates with community and voluntary sector organisations to ensure coordinated efforts.

Why This Is Important For Families: Strong community links extend reach, build trust, and enhance sustainability. By fostering active partnerships with voluntary and community organisations, the Family Hub improves access to support networks, promotes collaboration, and ensures families can access a diverse range of services. This integrated approach strengthens referral pathways and community connections, positioning the Hub as a reliable anchor within the local early help system and ultimately supporting enduring improvements for children, young people, and families.

Actionable Practice Insights

- **Community Mapping:** Regularly map local community and voluntary sector organisations to identify potential partners and resources relevant to families, and to act as a trusted local anchor within the wider early help, Families First and Start for Life system.
- **Cross-Sector Training and Networking:** Organise joint training sessions and networking events to foster relationships and mutual understanding between personnel and community partners.
- **Feedback and Continuous Improvement:** Establish mechanisms for community partners to provide feedback on collaboration and use this input to refine how they work together.
- **Formal Partnership Agreements:** Develop memoranda of understanding or partnership agreements to clarify roles, responsibilities, and shared goals with voluntary, community, education, and health partners, thereby strengthening support for families.
- **Joint Planning and Delivery:** Community intelligence, local relationships, and co-production inform the development of Hub services, ensuring a coordinated and holistic offer.
- **Participatory Outreach:** Collaborate on outreach initiatives, using community organisations' networks and insights to engage families who may not access the Hub directly, thereby contributing to broader place-based approaches to improve outcomes for children, young people, and families.
- **Shared Communication Channels:** Establish shared communication platforms or forums to enable ongoing information sharing, updates, and collaboration.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that make partnership and shared working with the community and voluntary sector integral to the delivery of services, information, advice, and guidance. Procedures set out how partnerships are established, maintained, and reviewed, ensuring collaboration is systematic and purposeful rather than ad hoc. Best practice examples include regular joint planning, transparent communication, and shared training opportunities. Personnel behaviours demonstrate openness, respect for community expertise, and a commitment to building trust, enabling the Family Hub and its community partners to work together seamlessly to support families.

Self-Assessment / External Assessment Building Blocks: How effectively the Family Hub collaborates with community and voluntary sector organisations.

Limited Capability (1 Point): Relationships with community organisations are limited and largely informal.

Satisfactory Capability (2 Points): The Family Hub collaborates with local organisations through referrals and occasional joint activities.

Good Capability (3 Points): Community organisations are actively involved in planning, outreach, and service delivery through structured partnerships.

Excellent Capability (4 Points): The Family Hub is a recognised local anchor organisation, coordinating strong community networks that enhance reach, trust, and outcomes for families.

Aspirational, Measurable Building Block: ≥75% of priority community and voluntary sector partners are engaged in quarterly collaboration meetings, with 60% reporting effective coordination and partnership in annual feedback surveys.

Outcome 6.4 Transparent Communication: The Family Hub provides open and transparent communication, ensuring families are informed about how their input has been taken into account.

Why This Is Important For Families: When communication is open and transparent, families are more likely to trust the services the Hub provides. This transparency reassures families that their input is valued and acted upon, which in turn encourages them to remain engaged with the Hub and its partners. By regularly sharing information about decisions and changes, and by providing clear feedback on how family views have been incorporated, the Hub fosters a supportive environment that strengthens ongoing relationships with families.

Actionable Practice Insights

- **Accessible Updates:** Provide regular updates on Hub activities, decisions, and progress through multiple formats, including newsletters, websites, community boards, and social media.
- **Clear Feedback Loops:** Establish systems to routinely inform families how their input has influenced decisions, service changes, or improvements.
- **Multiple Communication Channels:** Offer a range of communication options—including digital, face-to-face, and printed materials—to meet families' preferences and needs.
- **Open Forums and Q&A Sessions:** Host regular open forums or Q&A sessions where families can ask questions, receive updates, and discuss how their feedback has been used.
- **Plain Language Communication:** Use clear, jargon-free language to ensure all communications are easily understood by families from diverse backgrounds.
- **Responsive Engagement:** Ensure personnel are trained to respond promptly and transparently to family enquiries or feedback, thereby closing the loop and building trust.
- **Visible Impact Stories:** Share real-life examples or case studies that demonstrate how family input has led to tangible changes in services or practices.

Policies, Procedures, Practices, and Behaviours: The Family Hub has policies that set out open, transparent, and accessible communication with families about service development and their contributions. Procedures outline how feedback is shared, updates are provided, and impact is communicated in ways families can easily access and understand. Best practice examples include regular feedback loops, multiple communication channels, and the sharing of impact stories. Personnel behaviours demonstrate openness, responsiveness, and respect, ensuring families feel valued, informed, and confident that their input is genuinely considered.

Self-Assessment / External Assessment Building Blocks: How effectively the Family Hub communicates decisions, actions, and impact to families.

Limited Capability (1 Point): Families receive little information about decisions, changes, or how their views have been used.

Satisfactory Capability (2 Points): Families receive regular updates on services and opportunities to provide feedback.

Good Capability (3 Points): The Family Hub routinely communicates how family input has influenced decisions through accessible channels and clear feedback loops.

Excellent Capability (4 Points): Families consistently report feeling informed, valued, and confident that their views influence decisions, with visible evidence of transparency and accountability throughout the Family Hub.

Aspirational, Measurable Building Block: ≥75% of families involved in consultations receive timely feedback on how their input influenced service changes, with 65% expressing satisfaction with the transparency of communications in follow-up surveys.

Ongoing Development

The Families First Quality Award Suite will continue to evolve in response to:

- National Family Hub developments,
- Start for Life priorities,
- Families First reforms,
- Emerging evidence, and
- Learning from local implementation and assessment activity.



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