

READING BOROUGH COUNCIL

REPORT BY DIRECTOR OF CHILDREN, EDUCATION & EARLY HELP SERVICES

TO:	ADULT SOCIAL CARE, CHILDREN'S SERVICES AND EDUCATION COMMITTEE		
DATE:	31 JANUARY 2018	AGENDA ITEM:	8
TITLE:	EARLY INTERVENTION & PREVENTION PARTNERSHIP STRATEGY 2018-21		
LEAD COUNCILLOR:	CLLR GAVIN	PORTFOLIO:	CHILDREN AND FAMILIES
SERVICE:	CHILDREN'S SERVICES	WARDS:	BOROUGHWIDE
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1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an overview of the Early Intervention & Partnership Strategy 2018-21. The strategy recognises the Local Authority's responsibility to coordinate the delivery services and proposes mechanisms to generate greater collaboration with partners. The strategy sets out: how we identify families at the earliest opportunity; how we will agree which agency is best placed to provide early support; how we will measure the impact; how we will evidence the associated reductions in cost to both the Local Authority & partners.
- 1.2 Reading Borough Council Children Services were rated inadequate by Ofsted during the summer of 2016. Improvement activity relating to the Authority's Early Help services were identified as part of the broader improvement requirements for Children's Services. Improvements were made to operational processes including the transfer of early help recording into a shared case management system with Children's Social Care (Mosaic). Completion of this strategy was postponed for the Ofsted monitoring visit in November 2017.
- 1.3 Partners have been consulted. Feedback has been incorporated & the strategy responds to areas where partners have identified areas for improvements including: information sharing, data intelligence; direct support from Borough practitioners.
- 1.4 The necessity of partnership collaboration in providing effective, integrated preventative services is increasingly understood & supported by practitioners and partners.

2. RECOMMENDED ACTION

- 2.1 That the new strategy be approved;
- 2.2 That an update report be submitted to the meeting in September 2018 on performance of the strategy.

3. POLICY CONTEXT

- 3.1 The definition is: "Early intervention is about taking action as soon as possible to tackle problems for children & families before they become more difficult to reverse". In "Early Help: Whose Responsibility" 2015, Ofsted note "Independent reviews and research have long championed approaches that provide early help for these children and their families. As Professor Eileen Munro highlighted in her review of child protection, 'preventative services can do more to reduce abuse and neglect than reactive services'. It is only right that local authorities and their partners are focusing increasingly on early help and prevention services for families"
- 3.2 Early Help services are subject to Ofsted's inspection regime. The November 2017 monitoring visit focussed on Early Help. The visit concluded that Reading Borough Council's approach to Early help was improved. The report states:

"The quality and impact of early help work are improving children's outcomes. Skilled, experienced early help practitioners and their managers have a stronger profile and influence in children's services. This is demonstrated in greater workforce confidence, exemplified through, for example, more rigorous escalations of safeguarding concerns"
- 3.4 The report also noted the developments in partnership working and strategic direction: "All workers and managers spoken to by inspectors reported that the importance and profile of early help are increasingly recognised, both in the council and across partner agencies. Managers are working constructively and purposefully with schools, health and other partner agencies. This is enabling them to build more capacity and confidence in universal services in order that they can manage children and families with lower levels of need without referring them to the Single Point of Access. An improving partnership engagement at strategic and operational levels, through the Local Safeguarding Children Board (LSCB) and the children's services improvement board, provides positive indications that these efforts will continue to gain momentum"
- 3.5 The strategy outlines steps to sustain this momentum. The strategy proposes we build capacity and confidence in partner services by:
 - Release of skilled Local Authority workers to support partners to complete Early Help Assessments & hold the Lead Professional role
 - A shared workforce development programme with an emphasis on evidence based practice
 - Viability of a partner portal on our case management system to ensure robust information sharing

- 3.6 The strategy proposes new ways of engaging families before concerns warrant a safeguarding referral to the front door. The approach is informed by learning from the Troubled Families Programme to identify families in data & proactively offer support. This enables working with families when they are not in crisis. Pilot work funded by the Troubled Families Innovations Fund using this approach has evidenced positive outcomes and received national recognition
- 3.7 The strategy proposes ways to develop family & community resilience. This includes a review of the Family Information Service to incorporate online self-help options for families. It includes provision of current information of support available across the voluntary & community sector
- 3.8 The Early Intervention & Prevention agenda is cross cutting. It is to be reported to various strategic groups. The proposal is for delivery of this strategy is monitored by the established partnership represented at the Children's Trust Board. As a sub-group of the Adult, Children & Education this will provide democratic accountability. A detailed implementation plan will be developed. A review of initial actions will be provided in September 2018.
- 3.9 The strategy recognises the need to provide compelling evidence for the efficacy of early intervention. It adopts an outcomes framework recommended by Research in Practice.
- 4.0 The strategy adopts the Troubled Families Outcomes Framework for family outcomes. Data sets are in place to track sustained outcomes for whole families where the following risk factors feature:
 - School Attendance /exclusions
 - Domestic abuse
 - Physical & emotional health needs
 - Worklessness & financial exclusion
 - Children who need help

4. THE PROPOSAL

- 4.1 Recent evidence suggests that there is willingness across the partnership to support the delivery of this strategy. Tangible commitments have been made with Thames Valley Police contributing both financial & personnel resources.
- 4.2 Reading Borough Council must continue to work collaboratively with key stakeholders in identifying and supporting whole families at the earliest opportunity. Data and intelligence should be shared appropriately and proportionately.
- 4.3 Early Intervention is maintained and should be delivered with rigour as it affords the most cost effective way of reducing demand on high cost specialist services

5 CONTRIBUTION TO STRATEGIC AIMS

5.1 This report is in line with the overall direction of the Council by meeting the following Corporate Plan priorities:

- a. Safeguarding and protecting those that are most vulnerable;
- b. Providing the best start in life through education, early help and healthy living.

6 COMMUNITY ENGAGEMENT AND INFORMATION

6.1 In order to provide the best opportunity to meet family needs & prevent escalation of needs into statutory, specialist Reading's Children's Services should work with existing and emerging networks including key partner bodies including the LSCB and the Community Safety Partnership. It is proposed that implementation of the strategy is monitored by the Children's Trust Board

7 EQUALITY IMPACT ASSESSMENT

7.1 An Impact Assessment is not relevant to the preparation of this report.

8 LEGAL IMPLICATIONS

8.1 Whilst there are no legal implications in relation to this report, it is important to note that under the revised Working Together Guidance 2018, Local Authorities retain a responsibility to coordinate Early Help Arrangements across local partnerships. We are required under a general duty of the Children's Act 2004 to address the quality of services and to safeguard and promote the welfare of children.

9 FINANCIAL IMPLICATIONS

9.1 There are no financial implications as a direct result of this report. However, the strategy is being introduced to a challenging financial environment. In 2017/18, Early Help services contributed £600,000 towards savings, whilst a further £423,000 have been agreed for implementation in 2018.19, with potential further savings to be considered in January 2018 for immediate implementation.

9.2 Consideration as to the ability of Reading Borough Council to deliver the outcomes of the strategy: to reduce demand on specialist services by increasing the volume of families supported across the partnership in universal/universal plus services will be determined as the full impact of budget saving proposals are fully known and the impact of prevention and early intervention activity better understood.

10 BACKGROUND PAPERS

Inspection of services for children in need of help and protection, children looked after and care leavers review of the effectiveness of the local safeguarding board :
Monitoring visit November 2017

[https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/reading/056 Monitoring%20visit%20of%20LA%20children%27s%20services%20as%20pdf.pdf](https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/reading/056_Monitoring%20visit%20of%20LA%20children%27s%20services%20as%20pdf.pdf)

DCLG: Emerging findings from the Troubled Families National Impact Study
<https://www.gov.uk/government/publications/national-evaluation-of-the-troubled-families-programme-2015-to-2020-emerging-findings>

Working Together Guidance April 2018 Consultation

https://consult.education.gov.uk/child-protection-safeguarding-and-family-law/working-together-to-safeguard-children-revisions-t/supporting_documents/Working%20Together%20to%20Safeguard%20Children.pdf

Early Help - Whose Responsibility Ofsted 2015

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/410378/Early_help_whose_responsibility.pdf

Reading Borough Council

Early Intervention and Prevention Partnership Strategy

2018 – 2021

“Early intervention is about taking action as soon as possible to tackle problems for children and families before they become more difficult to reverse” (Early Intervention Foundation).

“Together, being bold, for Reading”



Early Intervention and Prevention Partnership Strategy 2018-2021

“Early intervention is about taking action as soon as possible to tackle problems for children and families before they become more difficult to reverse” (Early Intervention Foundation).

SIX KEY PRIORITIES

1. Identification
 2. Clarified Offer
 3. Consistent Approach
- With delivery focus on :
1. Early Years
 2. Adolescent Risk
 3. Emotional Wellbeing

How Will We Know We Are Making a Difference?

The Next Year

Families tell us our support is timely & helpful
An increase in Early Help Assessments & Lead Professionals
RBC Partnership Support team created & linked to partners
Pilot projects – test out new ways of working

The Next Three Years

There is reduced demand on specialist & statutory services
Whole family working is embedded
Robust evidence of impact
Assessments, plans & services are co-produced with families
Inspections recognise outstanding leadership

What is the Early Intervention and Prevention Strategy?

The strategy defines what we mean by early intervention. It clarifies the necessity for all partners to work together, in new ways, to meet the needs of whole families at the earliest opportunity. It invites us to use data intelligently rather than wait for the referral, event or crisis. It describes an ‘offer’ of services across the partnership. It describes what ‘good’ looks like & what we need to do to achieve it.

Early Intervention Values

Outcomes for families & organisations	Thresholds / Pathways
Community & family resilience	Direct Work
Whole Family	Shared WFD
<i>Evidence Based Approaches</i>	Information Sharing
<i>Coordinated Response to Needs – Stepped Care</i>	
Shared Early Help Identity	

Delivery

Identify We will use data to identify families who can benefit from support
Coordinate We will coordinate multi agency meetings to agree the best LP
Deliver We will all know which services are best placed to meet whole family needs
Track We will track outcomes to ensure they are sustained
Learn We will sustain what works

PLAN & PILOT
Jan - April 2018

DELIVER
April 2018

EVALUATE
March 2019

FAMILY FOCUS
January 2017

Classification: OFFICIAL-SENSITIVE

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Early Intervention and Prevention: *A Partnership Response...*

This strategy demonstrates Reading Borough Councils' commitment to Early Intervention and Prevention. It outlines a partnership response that will be at the heart of delivering ambitious outcomes for the children, young people and families of Reading. The strategy outlines how as a partnership we will: identify families earlier and integrate provision to offer a continuum of services. It describes an evidence based approach that will demonstrate that family's needs are met, outcomes are sustained and do not escalate to statutory services.

In these challenging financial times, we need to break from traditional thinking and ambitiously take action. The strategy sets out a vision for a partnership of wraparound provision for families; where collaborative approaches define service agendas and address budgetary constraints.

This strategy outlines our vision and delivery model. We have consulted widely, benchmarked ourselves and considered options for transforming our delivery by 2021.

This strategy draws on learning from the national and local Troubled Families Programme. There is emerging evidence that this approach helps reduce demand and associated costs of specialist services.

The Department for Communities and Local Government evaluation of the programme demonstrates:

- The incidence of children designated as children in need decreases by 13% after the start of the Troubled Families intervention. There is a similar trend for children on Child Protection Plans;
- The number of individuals on the programme cautioned and convicted in the 12 months after the start of intervention dropped by 25.3% (cautions) and 10.4% (convictions);
- The proportion of children on the programme persistently absent from school stabilises in the 12 months after the intervention (1)

Partners have completed a self-assessment, rating our transformation progress from developing to mature. This strategy outlines steps needed to become a 'matured' partnership. The strategy includes feedback from consultation events held in 2017; the Peer Review of RBC Early Help in July 2017 and the Ofsted monitoring visit in November 2017.

The Government is currently consulting on revised Working Together guidance April 2018. The guidance retains a focus on a coordinated approach being critical to the delivery of effective early help services. It states that effective early help relies upon local agencies working together to:

- identify children and families who would benefit from early help
- undertake an assessment of the need for early help
- provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to significantly improve the outcomes for the child (2)

Early Intervention and Prevention: 'Being Bold'...

What do we know?

In November 2017 Ofsted noted: *“Overall, the quality of targeted early help provided to children and families is of a good standard. Direct work is purposeful. Children are seen alone, and careful efforts are made to engage them and understand their experiences using a range of direct work tools and outcome measurements.*

“The quality and impact of early help work is improving children’s outcomes. Skilled, experienced early help practitioners and their managers have a stronger profile and influence in children’s services” (3)

Troubled Families has been successful in driving new ways of working. Investment through the Innovations Fund has resulted in innovative approaches to improving outcomes for complex families.

Being Bold...

Resources are shrinking. In their 2017 report 'Revolving Families', Action for Children estimate that by 2020, *“central government funding for early help will reduce by 71% compared to 2010...addressing the financial pressures on local authorities and strengthening the statutory framework for early help would go a long way to meeting the needs of these children.*

It has to be clear who should do what, and when, to make sure children get the right help, at the right time” (4)

Collaboration with statutory and non-statutory partners to extract maximum benefit from shared resources is critical. Early responses need to be more dynamic with societal shifts and welfare reforms. This strategy aims to support the statutory functions by intervening early and reducing front line demand. By getting it right at the first opportunity we are avoiding costs in the future.

A break from traditional thinking and ambitious action is needed. Co-production between agencies and working with the local community is essential to sustain non statutory services. This Strategy takes learning from what is working well here and in other local authorities.

Changes have been made. Thresholds of need have been revised; a multi-agency Single Point of Access (SPA) and Multi Agency Safeguarding Hub (MASH) is established and supporting clearer pathways. RBC has restructured and continues to amend its service provision and develop ways of supporting and working with our partnership colleagues.

The strategy creates an ambitious plan for the partnership to build on and drive forward our partnership Early Intervention and Prevention offer.

Early Intervention and Prevention... *Our Community*

This strategy will deliver organisational and family outcomes. Research has identified areas of needs which put children at risk of poor outcomes. We will retain the existing outcomes framework for families to measure our impact against the following indicators:

- Families involved in Anti-Social Behaviour and Crime
- Children Who Have Not Been Attending School Regularly
- Children Who Need Help
- Adults out of Work or at Risk of Financial Exclusion and Young People at High Risk of Worklessness;
- Families Affected by Domestic Violence and Abuse
- Parents and Children with a Range of Health Problems

Demand for Reading Specialist Services

We know our local community. There is a raft of data available telling us which families are accessing statutory and specialist services

In 2013, 1,902 (9.1%) children aged 5-16 living in Reading were estimated to have a mental health disorder. 77% of referrals made to tier 3/ 4 mental health services were appropriate.

In 2012, 19.4% of children under 16 were in poverty in Reading 28.4% of pupils were eligible for the Pupil Premium. We are concerned about new trends in adolescent violence and county lines

The top three reasons for safeguarding referrals continue to be: Domestic Violence - Physical abuse and Sexual abuse. In December 2017, Reading had 1286 Children in Need, 305 subject to Child Protection Plan and 277 Looked After Children. 38 children had been re-referred in a 12 month period.

Reducing Demand

The success of the strategy will be measured by a reduction in need for these statutory/specialist services. Early Intervention has to provide compelling evidence to sustain future services. Our performance data is improving.

In April 2017, 96% of cases closed to RBC teams were not re-referred to Early Help. 88% of cases closed were not re-referred to Children's Social Care. In 2016/17 76% of Early Help cases showed a positive improvement in child and adult mental health. Education attendance and attainment was improved by 72%. Parents in employment increased by 49% and NEET young people saw a positive change in 69% of cases.

The Family Experience

As a partnership, we have self-assessed ourselves as being 'developing/maturing' in this area.

- Families are beginning to experience fewer 'contact points' from services
- Reading Borough Council have implemented a Single Point of Access
- Partnership are beginning to take the Lead Professional role
- All RBC Early Help interventions are whole family and outcomes-based
- The Innovations Fund has supported the voluntary sector to embed a whole family approach.

How do we become mature?

All families have an Early Help Assessment, Family Plan and identified Lead Professional/Key Worker

Early Help Assessments will include what has been tried before and avoid repeating interventions that don't support lasting change

Children, young people and families will inform their assessments, plans, and reviews

Families will feel more able to meet their own needs and not require multiple or specialist interventions

We will use shared data and information to evidence that needs have been met and outcomes sustained

How will we know when we have achieved this?

Family needs will be met through a continuum of services that align to threshold categories. Most families will be supported by Universal and Universal Plus services. Targeted services will be better informed by evidence of impact. Which service families receive will continue to be determined by the MASH but will increasingly include families identified in data. There will be a range of partnership responses across spectrum

Universal > Schools, GPs, Settings, Health Visitors

Universal Plus > School Pastoral Support and Family Support, Voluntary Sector, Parenting Programmes, School Nurses and Partners

Targeted > RBC Early Help, Primary Mental Health Workers, Berkshire Women's Aid, Alana House, Police, IRiS, Floating Support, Housing etc.

Specialist > Children's Social Care, Youth Offending Service, CAMH's



Culture

As a partnership, we have self-assessed ourselves as being 'mature' in this area.

Sustaining early intervention services requires a commitment across all stakeholders. This is evident in the existing range of linked strategies and partnership/governance groups.

- There is a shared vision and culture across all partners that is communicated from front line staff, Team Managers, Service Leads, Heads of Service, Directors and Politicians.
- There is a commitment from Senior Leads to develop new ways of working to reduce demand on high cost services and that Early Intervention work needs to evidence savings robustly
- RBC and Thames Valley Police have committed resources to a senior officer implement this strategy and to the release of personnel to deliver early intervention responses

How do we sustain this maturity?

We want to ensure all partners remain invested. We want to ensure the ambitions are being felt and understood by our community.

As we are increasingly faced with making difficult decisions about which services can be financially sustained, we need to ensure compelling evidence is available to prioritise our choices. All stakeholders need to understand the challenges and opportunities. To support this we will:

Work with families to produce a family friendly version of the strategy

Engage partners and service users in recruitment to the Prevention and Partnership Lead

Release RBC and partner staff to deliver targeted pieces of work to cohorts of families identified in data

Engage partners in piloting the Adverse Childhood Experiences approach

Develop links with academic institutions to research and validate our approaches

How will we know we have achieved this?

- ✓ This strategy is easily accessible and meaningful to the local community
- ✓ Senior Lead and virtual multi-agency teams are responding flexibly to identified needs/trends
- ✓ Independent validation of the impact of the work

Leadership

As a partnership, we have self-assessed ourselves as being 'maturing' in this area

Partners feel this is positive in Reading. Senior decision-makers are invested in early intervention and practitioners recognise positive areas of development to support families.

- Lead Members are committed to the key principles and outcomes based approach to Early Intervention.
- TVP seconds staff members to Reading Borough Council to support the agenda.
- Reading Voluntary Action supports easier access to voluntary/community services

How do we become 'mature'?

In a Local Authority deemed 'good' by Ofsted, recognition was given to 'outstanding' leadership driving service transformation : *“Strong governance arrangements and a shared partnership vision and priorities have resulted in considerably increased levels of investment in early help and targeted support services.”*

To translate this strategy into action, the proposal is that the Children's Trust Board drives the strategy and monitors implementation plans. As a

sub group of ACE, this ensures democratic accountability. Moving forward this will evidence:

- Partnership governance arrangements owning the implementation plans to drive each strand of the strategy forward.
- Partners holding themselves and each other to account for delivery
- Timely delivery of actions occurs as routine with continual review of impact

Next Steps

Present detailed implementation plans to the Children's Trust Board and relevant multi-agency groups

Agree owners for the plans attached to each strand

Monitor implementation from April 2018 with initial progress report September 2018

How will we know we have achieved this?

- ✓ There will be a clear focus from all partners on services that best meet the needs of Reading's community
- ✓ Whole family working will be at the heart of our work, this will be visible through a commitment from leadership
- ✓ Performance data will provide leadership with a clear analytical understanding of local demands and commissioning needs
- ✓ This strategy links with wider local and national strategies and agendas

Workforce Development

As a partnership, we have self-assessed ourselves as being 'developing/maturing' in this area

Partners have rated this positively and valued the opportunities to learn together. Opportunities are linked to identified trends providing practitioners with the right skills to create sustained change in families.

- Pilot work has been completed with specific cohorts that needed a partnership response. Partners have worked together and shared skills e.g. joint working cases and joint visits between Police, Children's Social Care (CSC) and Health.

- Early Help Staff have trained police officers in the wider context of services

- RBC trained in Signs of Safety, Reflective Supervision and Graded Care Profile.

- Police have delivered development days to consider how we can work better together i.e. Ambulance, Fire and Rescue, Police, Local Businesses, Local Authority, and the Voluntary Sector.

- World Cafes have been held with the community to support our understanding of their needs; this has translated into training, revision of strategies and targeted pieces of pilot work.

- DA forums provided training on outcome areas. The DA forum agenda is set through professional feedback on topics which staff would like more information

How do we become 'mature'?

Partners have told us they would like:

- Further training and support around thresholds
- Joint training opportunities in evidence based practice

Next Steps:

- Development and delivery of a partnership training programme
- RBC staff roll out Signs of Safety and Graded Care Profile training
- RBC Partnership Workers provide support and mentoring to new Lead professionals
- Agree opportunities for developing the 'Adverse Childhood Experiences' approach

How will we know we have achieved this?

- ✓ An agreed programme of evidence based training across 0-19 services
- ✓ Staff are able to access the right training at the right time
- ✓ Multi Agency Audits reflect evidence based practice that reduces the need for specialist intervention

Strategic Priorities

Priorities will link to outcomes, focussing on the impact and quality of services we provide for children, young people and families.

System Priorities

1. Confidence in using thresholds having identified need
2. Creating a clarity of offer between and amongst partners
3. Consistent approaches to working with families and children across the partnership

Priorities for Children

4. Getting the Early Years right
5. Reducing Adolescent Risk
6. Supporting emotional wellbeing

How will we work on these priorities?

Deliver activities that ensure local thresholds are applied appropriately and support partners to feel more assured in managing and holding risk.

- Training opportunities on thresholds/pathways
- RBC staff partnership support linked to key partners
- Establishing multi-agency allocations meetings

In 2018/19, RBC will undertake a review of the offer to under 5s. We will merge the Early Years functions with Children Centre activity to ensure we get it right at the earliest opportunity. This will be integrated with the newly commissioned 0-19 Public Health contract for health visiting and school nursing and development of community hubs.

RBC youth services have been restructured to prioritise support to vulnerable young people. There is an embedded response to young people who go missing and are at risk of CSE. We will refresh this offer to extend support to young people at risk of wider exploitation including county lines and criminal exploitation. We will draw on research such as 'That Difficult Age' (Research in Practice) and trauma based practice.

By reviewing delivery with partners we will achieve:

✓ **A Partnership 'Early Intervention and Prevention' Identity**

This will be based on a culture that aims to intervene at the earliest opportunity in order to secure the best outcomes for families. This will be through improved targeting of resources at the early years, to maximise future life chances of children and young people. An improved infrastructure will aid better communication and more targeted provision

✓ **Coordinated Response to Need – Stepped Care Model**

Services will be flexible enough to meet needs of children, young people and their families when they require them. The Strategy will maximise partnership working wherever possible to reduce duplication, enhance effectiveness and produce better outcomes for users.

Delivery Structures

As a partnership, we have self-assessed ourselves as being ‘developing’ in this area.

Significant work has been completed in the last 18 months. RBC has:

- An established Single Point of Access/MASH with co-located Early Help staff
- A restructured RBC set of services with focus on more targeted responses

How do we become ‘mature’?

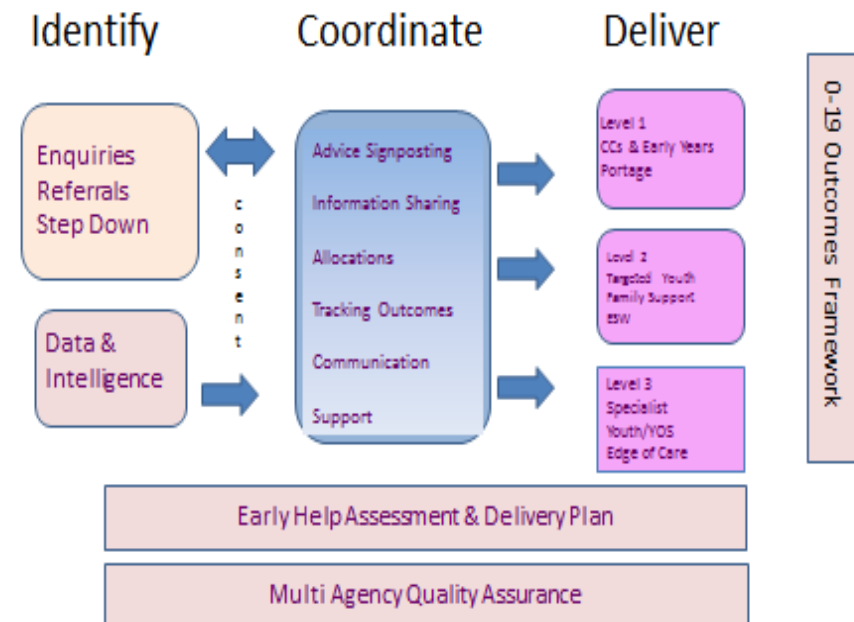
Partners tell us there is more we can do to effectively share information and processes. RBC will support this by identifying and coordinating the best organisation/worker to respond to family needs.

Universal Plus – RBC Partnership Workers will support lead professionals with assessment, plans, case supervision, advice and guidance on thresholds and services available to support.

Targeted – RBC will deliver intensive support for families with more complex needs requiring a coordinated multi agency response. Evidence based practice alongside signs of safety.

Specialist - Step up and Step Down cases will be supported by RBC Family Support workers.

Groups/Programmes - A revised offer of structured courses/groups using evidence based programmes



How will we know when we have achieved this?

An effective partnership delivery structure will increase the number of families being supported outside of statutory services

Delivery Processes

As a partnership, we have self-assessed ourselves as being 'maturing' in this area.

- Early Help staff are established in the SPA informing appropriate pathways for support. The conversion of contacts to Early Help is increasing
- RBC interventions reporting against family outcomes. Work is in developing to support 'one whole family assessment' within partner agencies.
- We can access 40+ data sets – this means we can identify complex families and target interventions.

How do we become mature?

The structure will need to be supported by processes that are understood across the partnership. Partners have told us that there is more we can do to support this:

- Shared case management systems would improve coordinated working.
- Linking RBC workers to agencies for advice, support and guidance
- Alert schools to DA incidents
- Increase awareness of community resources for families

Next Steps:

We are exploring the costs/viability of a partner portal on Mosaic and pilot release of RBC staff to partners with the aim of developing a partnership support team by April

We will review the Family information Service and introduce online, self-help options for families who can be supported without direct work

We will re-establish a multi-agency Early Help Allocations Meeting. Referrals from the SPA will be discussed weekly and the most appropriate agency will be allocated the case. It will take a maximum of 10 days for families to move from SPA to offer

We will include families identified in data and those deemed NFA at the front door at Allocations meetings

We will continue to support cases stepping down from Children' Social Care and other specialist agencies

How we will know processes are effective?

- ✓ Families will tell us support was timely and helpful
- ✓ There will be an increase in Early Help Assessments and partners taking the Lead professional role
- ✓ Family's needs will be met and not escalate
- ✓ Evidence based practice/programmes will be in place
- ✓ Data and Audits will demonstrate sustained outcomes

Strategy for Delivery

As a partnership, we have self-assessed ourselves as ‘developing’ in this area

- In some areas we are pooling budgets, for example, our Domestic Abuse Budget for commissioned services is pooled.
- An outcomes based approach is reflected in most partnership strategies
 - Early Help and Troubled Families reports are shared at partnership board meetings including the Children’s Trust Board, Community Safety Partnership, Local Safeguarding Children’s Board, Lead Member Briefings, Corporate Management Team and Children’s Services Improvement Board.

How do we become mature?

Detailed implementation plans for each strand of the strategy are in place. The Children’s Trust Board assumes overarching responsibility for driving this strategy and timely delivery of the implementation plans. As a sub group of ACE this ensure democratic accountability

Workforce Development, the community and data will be our key enablers to achieve the ambitious aims of this strategy.

Community Resilience

Children, Young People and Families will be engaged in assessments delivery plans. Review and planning of services will be routinely informed by experiences of the service users

The partnership will have a good understanding of the local portfolio of services and support. Communities are actively providing support across the 0-19 cycle; they need to remain part of evaluation and monitoring arrangements. Capacity building projects are underway to develop future potential and building resilience and effective peer support is a central part of the service offer.

Data

Partners collaborate to analyse strategic-level data on the population and needs analysis identifies some target groups. A range of partners share data for strategic analysis of need, identifying target cohorts who can benefit most from early intervention.

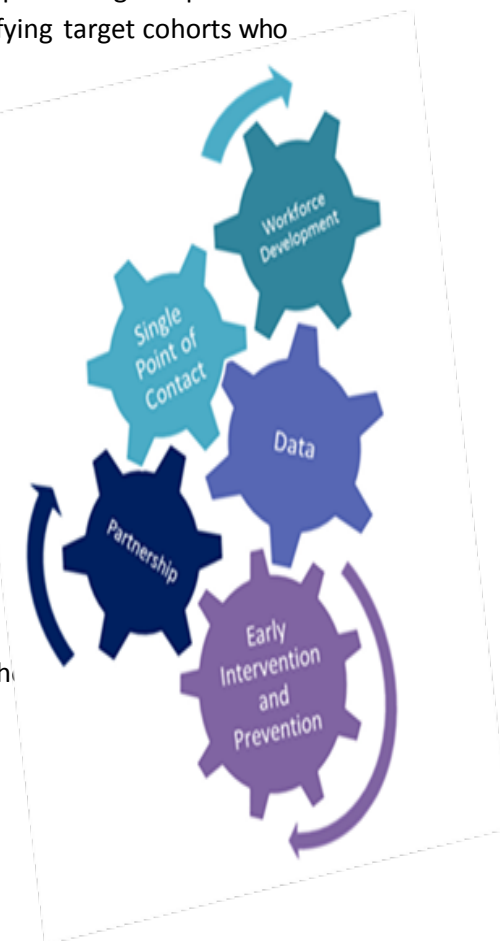
The partnership will increasingly learn from inform strategic decision-making. This will ability to identify community trends, leading design or re-shaping of services.

How will we know we have achieved this?

Commissioning decisions will be informed robust data

Services which evidence impact for families will be sustained

Cost benefits analysis will evidence the effectiveness of local services



Outcome Measures

Improved Partnership Working across Early Help Services

- The number of organisations taking the lead professional role
- Number of organisations completing Early Help Assessments

Earlier Identification of Emerging Needs

- The percentage of families reporting that support was timely and helpful
- Reduction in statutory referrals

Better Outcomes for Children, Young People and Families

- The % of families supported achieving sustained positive outcomes
- The % of families supported who do require statutory or specialist services.

Decreased Reliance and Demand for Statutory and Specialist Services

- Improved performance against existing KPIs:
- Proportion of CIN > School attendance and exclusions > First Time Entrants to criminal justice system > demand for specialist health services

Preventative and Early Help Services Sustained

- Number of children, young people and families supported across the partnership agencies
- Tangible evidence of cost savings

Local Community are more able to meet their Needs and Address Challenges

- Families reporting increased confidence and capacity to meet their needs

References

1. DCLG: National Impact Study Troubled Families

<https://www.gov.uk/government/publications/national-evaluation-of-the-troubled-families-programme-2015-to-2020-emerging-findings>

2. Working Together 2018 Consultation

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