



# Report to ACE Committee

## Progress Report : Delivery of the Early Intervention Strategy

**OWNER**

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**VERSION**

V.1

**DATE**

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**REVIEW DATE**

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## 1. BACKGROUND

1.1 The Early Intervention Partnership Strategy refreshed in 2018. It demonstrates Reading's strategic partners commitment to Early Intervention and Prevention. It outlines a partnership response that is at the heart of delivering ambitious outcomes for the children, young people and families of Reading.

1.2 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 demonstrates that family's needs are met, outcomes are sustained and do not escalate to statutory services.

1.3 In these challenging financial times, partners 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. As a result, the strategy draws on learning from the national and local Troubled Families Programme to help reduce demand and associated costs of specialist services.

1.4 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. The 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.

1.5 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. The Strategy takes learning from what is working well here and in other local authority areas.

1.6 Changes have been made, Thresholds of need have been revised; a multi-agency Single Point of Access (SPA) and Multi Agency Safeguarding Hub (MASH) established: supporting clearer pathways. BfC has restructured and continues to amend its service provision and develop ways of supporting and working with our partnership colleagues – Health, Police, Schools and Voluntary & Community Sector..

1.7 The strategy creates an ambitious plan for the partnership to build on and drive forward our partnership offer and addresses the quality of services provided to children and families and in particular:

- Provision of effective multi agency support to families which reduces the demand on statutory provision
- Provision of an effective pathway that ensures seamless support for families stepping down from statutory services
- The mainstreaming of the Troubled Families Programme with a focus on whole family interventions & sustained outcomes
- Demonstration of senior leaders' commitment to early intervention & joint commissioning

## 2.0 Progress Update: Delivering the Strategy

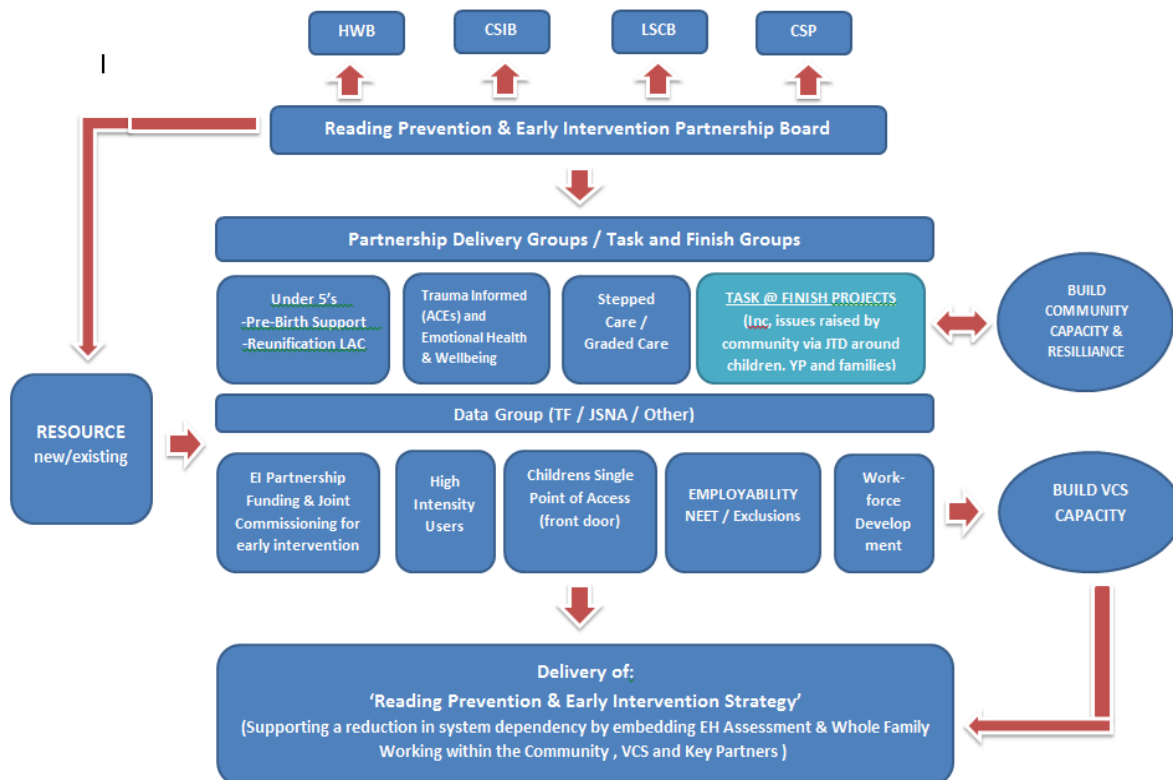
### 2.1 Reading Prevention and Early Intervention Partnership Model

In September 2018, a partnership event was held attended by over 50 partner representatives. The workshop included a video of local families sharing their experiences of asking for help - <https://vimeo.com/288157064>

2.2 Partners agreed a new model for delivery was required. This new approach will support whole system change to 'early intervention' and provide the necessary governance to deliver the key

outcomes. At the heart of the model is a strategic commitment to build community resilience and capacity of the voluntary and community sector.

2.3 A number of cross partner working groups have been established to bring coordination and shared accountability for delivery.



2.4 A series of delivery groups held initial meetings between October and January 2019. A summary of activity is outlined below:

EI Partnership Delivery Group	Scope of Working Group Progress Updates
Under 5s	<p><b>Scope :</b> To provide a single pathway from pre-birth to 5; where children and families can access integrated partnership services</p> <p><b>Progress:</b></p> <p>Secured resources as part of the BFfC Transformation Programme and developed pilot schemes with a focus on 0-5s:</p> <p><b>Intensive Pre Birth Support:</b> A project which incorporates principles of the Pause approach – to provide intensive support to mothers who have had previous children accommodated. Coordinator appointed. Meetings with relevant health partners held. Project goes live April 2019</p> <p><b>Reunification:</b> A project to support successful reunification of under 5s in care to their families. Discussions with NSPCC to become pilot site in their national framework.</p> <p><b>Childrens Centres and Health Visiting:</b></p> <p>Practical developments on hold pending outcome of reductions in 0-19 Contract.</p>

	Discussions planned to explore best use of resources within contract variation.
<b>Adolescent Risk, Mental Health &amp; Emotional Well Being</b>	<p><b>Scope: To ensure young people develop the resilience to cope and grow into well-rounded, healthy adults. To identify opportunities for joint working across Reading, including Schools.</b></p> <p><b>Progress:</b></p> <p>Embedded <b>trauma informed thinking</b> and <b>therapeutic approaches</b> across partners working to improve the lives of people across Reading.</p> <p>Embedded <b>Adverse Childhood Experiences</b> thinking to inform the delivery of services to young people 'at risk'</p> <p>Developed a <b>therapeutic thinking champion's network</b> across Reading Schools. Secondary Head Teachers received training on trauma informed practice</p> <p>A <b>Mapping exercise</b> was completed, to identify and share the range of support and interventions the promote children and young people emotional and mental health well-being, across the partnership and different levels of need</p>
<b>Workforce Development</b>	<p><b>Scope: To develop a shared and consistent language and approach when working with families. Align learning with trauma informed practice/ACEs</b></p> <p><b>Progress:</b></p> <p><b>Improved access to information on Early Help arrangements (assessment, plan and LP)</b> - Revised information on Brighter Futures for Children website and Reading Family Information Service. Updated Multi-Agency Staff Briefing for Children's Single Point of Access.</p> <p><b>Increase opportunities to promote whole family working</b> - Commissioned whole family working workshop at LSCB annual conference. Provided 5 free places for the CVS who will be involved in planning further training.</p> <p><b>Reducing Parental Conflict</b> - Completed bid to DWP to secure funds to provide range of training, including training the trainers for children and adults workforce to increase knowledge and understanding of parental conflict. Secured £25,000 funding for training and £15,000 for strategy development.</p> <p><b>Restorative Practice</b> - Secured funding from NHS England to roll out Restorative Practice multi-agency frontline and middle managers and local children training, including training the trainers. Secured £80,000</p>
<b>Commissioning &amp; Partnership Funding</b>	<p><b>Scope : To identify opportunities to align commissioning across all budgets, whether pooled or not, focusing on outcomes and increasing investment in community services that build independence for young people and families and support the delivery of shared priorities</b></p> <p><b>Progress:</b></p> <p>Began to scope out a <b>joint commissioning framework</b> across the partners to align budgets and maximise resources</p> <p><b>Secured funding as a partnership</b>  Early Intervention Youth Fund - Linked to the Home Office Serious Violence Strategy .  Worked with the Thames Valley Office of the Police and Crime Commissioner to submit successful bid for universal and targeted intervention for young people.</p>

**Troubled Families**

(chair Stan Gilmour)

**Scope : Mainstreaming the principles and learning from Phase Two of the Reading Troubled Families Programme**

**Progress:**

**Data**

Significant progress in building data capacity through the data Hub. An automated system in place for building families, identifying programme indicators and tracking outcomes. Alongside newly recruited Assistant Analyst the number of families identified for the programme and those achieving their outcomes increased.

**Achieving Targets (Payment by Results)**

The target is improve outcomes for 1170 families through a Payment by Result (PbR) approach. Performance at the end of Q3 18/19 is 26% PbR (309 families). We can now estimate future claims and now on track with government projections for quarter four. A recent visit from the Ministry of Housing, Communities and Local Government was reassured by progress.

**Work with VCS**

We have been working closely with the VCS to establish closer links with the programme. Currently setting up a preferred list of VCS service providers and a spot purchase system to enable flexible purchase of direct services to families working with Children Social Care teams.

**Self-Assessment and Annual Action Plan**

Troubled Families Board signed off the annual self-assessment in September 2018. Priorities and actions identified at the Jan 2019 board meeting. Annual action plan being submission 31.01.19.

**Data Discovery Group**

**Scope: To bring together public service agencies and experts in data science. To discuss the current use of data in a “public health” agenda and agree joint aims for the future, to put Reading at the forefront of using data to design and deliver effective early support**

**Progress:**

Established a **data sharing protocol**, as part of the Reading Troubled Families programme

Delivered a partnership **data discovery day** – involving key partners including Microsoft and Reading University; who have offered support in progressing the HUB

Developed and implemented a **Troubled Families Data HUB** that can identify families eligible for the troubled families programme; and track outcomes linked to payments by results

**Stepped Care**

**Scope: To review existing arrangements/pathways to embed multi-agency responses for whole families across the thresholds.**

**Progress:**

Initial meeting postponed, pending the Achieving for Children review of front door arrangements in December 2018. Q4 work will focus on earlier identification of concern/risk enabling partnership intervention.

Discussion held with Designated Safeguarding Leads and Heads Briefing in January 2019.

Partnership workshop scheduled for February to explore ways partners can bring concerns to weekly multi agency panels/hubs; completion of an Early Help Assessment

and family plan.

Whole Family Working workshop to be delivered at LSCB Annual Conference on 30<sup>th</sup> February.

**DfE Transformation Programme**

Resources secured by BFfC to support partnership delivery of work. Initial resources invested in coordinator who will liaise with partners when referrals are deemed no further action post referral to CSPoA

Approval for purchase of Fenestra partnership portal agreed to support improved information sharing.

### 3.0 Reading Prevention and Early Intervention Partnership:

#### Governance

Collective agreement was reached that new governance arrangements to monitor delivery and impact of the strategy were required. The inaugural meeting of the Strategic Partnership Board is booked for 5<sup>th</sup> February 2019. Attendance is confirmed from : Thames Valley Police, Brighter Futures for Children, Royal Berkshire Hospital, Clinical Commissioning Group, Reading Voluntary Action, primary and secondary Head teachers; and Ernst and Young as the business representative.

The Board will be chaired by an independent community representative. The initial meeting will include:

- Agreeing Terms of Reference
- Agree a Local Consensus
- Updates from delivery groups
- Agreeing the Principles
- Review of key performance indicators
- Links to existing governance boards

The Board will ask that strategic partners formally agree a set of principles which underline the way they will commit to the new partnership:

- commit to deliver the strategy within their own organisation
- commit to share resources (e.g. co-commissioning) and deploy resource into the delivery system
- commit to take a problem solving approach
- take a trauma informed and therapeutic approach to intervention

The Board will adopt the **SARA Problem Solving Model** (Scanning, Analysis, Response, and Evaluation) as the Partnerships project management approach

The Board will report, via the Strategic Partnership Leads, into existing governance arrangements including ACE, Childrens Services Improvement Board and Health and Wellbeing Board.