

Report for:	Joint meeting of Corporate Parenting Advisory Committee & Children's Safeguarding Policy and Practice Committee	Item Number:	
Title:	Haringey 54,000		
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Ward(s) affected: All	Report for Key/Non Key Decisions:		

1. Describe the issue under consideration

This report details the background, structure and outcomes of the Haringey 54,000 change programme.

1.1 Our vision for Children and Young People is

‘Haringey a place where children and young people are known to thrive and achieve’.

1.2 Haringey 54,000¹ is the Children and Young People’s Department’s transformational change programme that will create a changing relationship with the Borough’s families. The programme will balance services towards universal and good and outstanding early help that will sustain families, preventing the need for more costly services arising.

1.3 The Programme will deliver the following outcomes for children and young people and their families across the Borough:-

¹ Haringey 54,000: there are just less than 54,000 children and young people under the age of 19 living in the Borough - *Haringey Joint Strategic Needs Assessment (JSNA), 2011*.



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- A range of evidence based universal and early help services easily accessible to children, young people and their families.
- Where children and young people need to be safeguarded, services will be timely, professional and take account of children's timescales.
- Clear and simple referral pathways for children, young people and families.
- Effective engagement of children and their families in the commissioning of services.
- A strengthened ability to commission and de-commission services across agencies to meet need most effectively; based on an understanding of our residents and evidence from research on what works.
- A reduction in the number of children and young people who need to be looked after.
- Re-balance the budget in line with best practice and comparator authorities, so increasing budgets to early intervention.
- Better supported social work posts using the recommendations of the Munro Review where applicable and a professionally well supported wider children's workforce.
- Management resources reviewed in line with Re-thinking Haringey and the Haringey Manager and positioned for maximum impact and efficiency.
- Stronger systems and business processes to support service delivery and efficiency.
- Improve the health, education and social care outcomes for children to enable them to prepare for adult life.

2. Recommendations

Members are asked to note the contents of this report and agree a timetable for feedback on the Programme's work.

3. Background information

Haringey 54,000 is the Children and Young People's Department's transformational change programme.



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3.1 Haringey has a legacy of historic underperformance in the service leading to two highly publicised child deaths in the previous decade. During the more recent period of recovery the focus on safeguarding led to significantly more children becoming looked after by the Council than in comparable authorities – at its peak 125 per 10,000 child population as opposed to a rate of 80 for inner London authorities or 60 for outer London.

This resulted in a significant budget pressure in respect of children’s safeguarding and placements and associated costs. In order to preserve the stronger safeguarding practice that had been developed during the fiscal recovery programme, safeguarding services have been protected at the expense of earlier preventative services.

3.2 Haringey now commits approximately 80% of its CYPS budget to safeguarding and care services with a 20% spend on all other parts of the service. Practice in comparative authorities suggests spend on safeguarding varies between 50 to 60% and on early help it varies from 50 to 40%.

This programme will contribute to the more effective and efficient use of the reducing public resources. It will also contribute to the development of thinking about work with “Troubled Families” (to be known in Haringey as Haringey: Families First).

3.3 The information collected during the life of the programme will also inform future commissioning and de-commissioning activities.

Our commissioning approach will build on our understanding of the costs and benefits of our services and there will be a renewed focus on developing the skills of our workforce.

It will bring Haringey into the public dialogue on what care is and for whom it is, and will embed the responses to various government ambitions on early help, child poverty, social mobility and inclusion, as well as the impact of welfare reform by releasing resources currently invested in higher numbers of looked after children for an earlier offer of help.

3.4 A programme approach is being taken to ensure the co-ordination and direction of the projects within a meaningful structure. The programme will follow the Public Sector Programme Management Approach: Capital Ambition. The approach is a practical step by step guide to initiating and implementing programmes. It has been developed in collaboration with practitioners running programmes in London Authorities and national experts and has been tailored to be used flexibly in the local and regional authority context.

3.5 The Programme reports to a Programme Board chaired by the Director of Children’s Services with membership from LBH Prevention and Early Intervention, LBH Children and Families, Public Health, NHS North Central London, Children’s Finance and HR.

The Programme reports into the Council’s Programmes Board and into the wider partnership through the soon to be re-established Children’s Trust arrangements.

The Programme receives sector led challenge through the Sector Led Improvement Board, chaired by the Leader of the Council with outside challenge from LB Lambeth.

Haringey 54,000 brings together a range of Projects to deliver the agreed outcomes.

- Early Help
- Integrated Working
- Communication
- Resources
- Workforce
- Commissioning
- Service Delivery Model

3.6 **Early Help**

In Haringey, we believe Early Help is intervening early and as soon as possible to assist in finding solutions to emerging issues for children, young people and their families or with a population most at risk of poor outcomes. Effective intervention may occur at any point in a child or young person’s life.

This definition includes both interventions early in life (with young children, including pre-natal interventions) and interventions early in the development of issues (with children or young people of any age).

The Project will drive through the changes to enable Haringey to deliver a multi-agency Early Help offer to residents:-

The priorities for action:

- Ensure the effective engagement with children, young people and families in the planning of Early Help.
- Deliver and implement a fully integrated referral pathway for ‘Early Help’ that avoids duplication and makes sense to families.

- Ensure Early Help is understood and actively supported across all Council departments.

Participation workers are currently working with young people in established settings, asking them what early help means to them, where they would want to access such services and how they should be advertised.

Our Children's Centres have been commissioned to work with families across the Borough to gain an understanding of what Early Help means to them, what has worked, what makes a difference and where there are gaps in service delivery of access.

Both areas of participation will support the focus of designing services based on the needs of our communities across the Borough, building on what works and identifying best practice in Haringey and other Local Authorities.

We commissioned over £240,000 in a comprehensive summer programme, resulting in over 1,400 young people participating in a range of sporting, artistic and cultural activities, with over 90% of those attending ranking the events as good or excellent.

Our draft Early Help Policy is attached in Appendix 1

3.7 Integrated Working

Haringey's Integrated Pathways Project will create a single system of service planning and delivery across Children's and Young People's Services that makes sense to children, young people and their families.

It will create a positive culture of collaborative working, streamline services, achieve valuable savings in time and resources and develop consistently high standards of practice.

Our engagement and consultation with children, young people and their families will ensure accessing services make sense to all our families and our referral and assessment processes are proportionate.

3.8 Communication

Good stakeholder engagement and communication is key to the Programme and our Communication Project will use a range of tools and processes to identify the range of stakeholders in the change programme. The Project will deliver clear, helpful and relevant



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information throughout the life of the programme, delivered in appropriate methods and at key milestones throughout the programme.

3.9 Resources

This project will support the other projects within the programme and as such will drive forward the re-balancing of the budget from high cost interventions to more efficient and effective preventative services, in line with comparator authorities and best practice. The project will in particular assure the Programme Board that for the future the service is able to robustly address the budget setting process and the Council's Medium term Financial Plan.

3.10 Workforce

This project supports the aim of achieving an integrated workforce by ensuing we have the right people with the right skills and qualifications in the right places. The Project will support the delivery of our Early Help offer to residents. The project will secure a highly motivated and integrated workforce which feels valued and supported by it's leaders, a workforce that children, young people and their families can respect and that local people want to be part of.

3.11 Commissioning

This project will build on our understanding of the costs and benefits of our services and there will be a renewed focus on developing the skills of our workforce.

The project will utilise hard data, an understanding of the costs of services, comparative data and our active knowledge of our communities in inform our commissioning and de-commissioning intentions to better meet the needs of our communities.

It will bring the Programme into the public dialogue on what care is and for whom it is for, and will embed the responses to various government ambitions on early help, child poverty, social mobility and inclusion, as well as the impact of welfare reform by releasing resources currently invested in higher numbers of looked after children for an earlier offer of help.

3.12 Service Delivery Model

This project will make recommendations on the structure and co-ordination of services for children, young people and their families



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across the Borough; ensuring practitioners work together effectively to meet the needs of individual children and communities to improve their lives.

The work will build on existing good practice in the Borough and seek to identify best practice in other Local Authorities, and will review current arrangements that already exist within the department.

4. Equalities and Community Cohesion Comments

An Equality Impact Assessment for the Programme will be carried out by the programme Office.

5. Appendix 1

Early Help Policy

Children and Young People’s Service

October 2012

DRAFT – NOT FOR CIRCULATION

QUESTION : who is this policy for? Council, Council + partners; public?

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1. Introduction

Haringey is known to be a place where children thrive and achieve²

- 1.1 This policy sets how Haringey's Children and Young People's Service (CYPS) will deliver early help effectively for the children and young people of Haringey and their families.
- 1.2 We know that help provided early on, when difficulties first appear, is more efficient and effective and, in the longer term, more economic. Families and young people tell us that they value help being given as soon as possible after they encounter problems rather than matters escalating to crisis point or becoming chronic and ingrained. This is supported by the conclusions of recent publications such as Graham Allen's independent report 'Early Intervention: the Next Steps', Frank Field's independent review of life chances, 'Foundation Years: Preventing Poor Children Becoming Poor Adults', The Marmot review 'Fair Society, Healthy Lives' and the final report of the Munro Review of Child Protection, 'A Child-centred system'. All of these highlight the importance of providing help as early as possible to avoid a deterioration in the situation which leads to increasing expenditure as the problem becomes entrenched³.
- 1.3 Although research shows that the greatest impact can be made during a child's early years, early help is not just for very young children and their families. Problems may emerge at any point throughout childhood and adolescence and help is most effective if it is provided as soon as difficulties are identified.
- 1.4 If help is available early on children, young people and their families' are better able to realise opportunities to improve their lives. Families should become more self sustaining and less reliant on services provided by the council and other agencies and children and young people will be better able to develop the skills necessary for adult life.
- 1.5 Early help can avoid more costly and damaging problems, reducing Council costs and the need to use more expensive statutory services. We will be doing less, yet sustaining the quality of our offer to children, young people and families.

² This sits within the values and five cross cutting themes of our Children and Young People's Plan, especially the theme of early intervention and prevention and the Health and Wellbeing Strategy outcome to give every child the best start in life. The CYP plan will be revised during 2013 to take account of research evidence and developing national and local policy.

³ A description of the recent relevant national policy developments which set the scene for this policy is given in Appendix A.

2. Local context/ need

- 2.1 From the information provided in our [Joint Strategic Needs Assessment](#) (JSNA) and associated needs assessments we know that Haringey is an area with a growing number of children where many families experience high levels of stress that are likely to put them in need of some extra help and support to achieve better outcomes for family members. We also know that there are some marked differences in the outcomes between children and young people living in the borough.
- 2.2 In 2010 there were approximately 53,800 children and young people aged 0-19 living in Haringey. Population projections predict that this will increase to 66,700 by 2033⁴. This would be a 21.7% increase.
- 2.3 Haringey is the 5th most ethnically diverse local authority in the country. Nearly half of the residents and nearly 80% of our school children come from Black and minority ethnic (BME) communities; 190 different languages are spoken in our schools. The proportion of children from BME communities varies from 30% in Muswell Hill to 78% in Northumberland Park.
- 2.4 Haringey is the 4th most deprived borough in London and the 13th most deprived in the country. An estimated 21,595 (36.4%) children live in poverty, largely in the east of the borough. 27.5% of primary school, 32.3% of secondary and 40.5% of special school pupils receive free school meals⁵.
- 2.5 Unemployment at local levels is best measured by the number of people claiming job seekers allowance. In July 2012 6.2 % of people were claiming JSA, with higher rates in the east of the borough and lower in the west. Although the percentage has decreased slightly since July 2011 Haringey's claimant rate is still significantly above those of London and England. Government changes to welfare benefits are expected to place increased stress on family budgets.
- 2.6 Infant mortality rates have been falling but are still slightly above the national average. 40% of women booked late for antenatal care, compared to the national average of 20%, and an analysis showed variations in booking rates for different ages and ethnicities. The teenage pregnancy rate is one of the highest in the country.
- 2.7 Educational achievement has been improving but there are still differences between the educational outcomes for children in receipt of free school meals and other pupils and between different ethnic groups.
- 2.8 We have significant levels of homelessness; nearly 3,000 households are officially in temporary accommodation, the highest in London and there are 5,075 children and young people in these households. Just over 30% of households

⁴ The 2010 ONS Sub National Population Projections

⁵ DfE statistics derived from January 2012 Pupil Census

live in social housing with high concentrations in the east of the borough. The east of the borough is more densely populated than the west.

- 2.9 The overall picture is one of increasing demand at a time when funding for public services is being reduced and family incomes are under pressure. Health services and schools are seeing increased demand from the growing numbers of births and school age children and increases in numbers of children with disabilities. Due to early diagnosis and the advancement in medical science more children and young people with complex health conditions are requiring services.
- 2.10 During the recent period of recovery following two highly publicised child deaths the CYPS has had a heavy focus on safeguarding which has led to higher numbers of children being looked after by the Council than in comparable authorities – at its peak 125 per 10,000 child population as opposed to a rate of 80 for inner London authorities or 60 for outer London. This has resulted in a significant budget pressure in respect of children’s safeguarding, placements and associated costs at a time of rising demand and reducing resources. Over the last two years the service has also seen a rise in numbers of children with a child protection plan from approximately 200 to 300.
- 2.11 Haringey Council currently commits approximately 80% of its CYPS budget to safeguarding and care services leaving a 20% spend on all other parts of the service. Practice in comparative authorities suggests that spend in the range of 50-60% on safeguarding and 40-50% on early help and universal services would be more usual.
- 2.12 Haringey will take a one council approach to early help, with all services being aware of when families may need help, what they are able to provide and clear about the ways in which families, children and young people can access services.

3. Aim

- 3.1 The aim of this policy is to bring practice in Haringey further in line with good practice and pertinent national benchmarks by providing effective early help services that support family life and promote the well being of children within their families, whilst safeguarding those children for whom there is no safe alternative.
- 3.2 The approach described in this policy will lead to:
- Improved outcomes for children and young people to ensure that they reach their potential.
 - A continuing narrowing of the gap between children and young people with poor outcomes and their peers.
 - Re-balancing of the CYPS budget in line with best practice and comparator authorities, so increasing funds available for early intervention.
 - Development of evidence based early help services that respond effectively to local need.

- Improved ways of engaging with all stakeholders
 - Effective engagement of children and their families in their services.
 - Reducing numbers of looked after children.
- 3.3 Future service development needs to reverse the current focus on the provision of intensive services to children who have reached the very highest level of need by providing help earlier to prevent the escalation of problems and distress where possible. In pictorial terms it can be represented as a drive to reverse the triangle on threshold of need – see [appendix B](#).

4. Definition

- 4.1 We use the definition of early help developed by C4EO, as follows:

Intervening early and as soon as possible to tackle problems emerging for children young people and their families or with a population most at risk of developing problems. Early intervention may occur at any point in a child or young person’s life”.

- 4.2 Early help can take many forms. For example

- **Universal provision in the early stages of a child’s life** such as screening checks after birth, children’s centre services and nursery education
- **Targeted provision for children, young people and families which, evidence suggests, makes them more likely to experience problems** such as the children and young people of lone parents living in temporary accommodation.
- **Targeted provision when a child or young person first begins to experience difficulties or display problematic behaviour** such as diversionary activities for young people at risk of becoming involved in anti-social or criminal activity.
- **Early intervention when children or young people who are already receiving specialist services begin to experience difficulties or display problematic behaviour** such as therapeutic intervention for children or young people in foster care to prevent placement breakdown

5. Principles

- 5.1 In developing service provision and support for early help, the following principles will be adopted to guide and support staff:
- All services have a **responsibility for identifying** children, young people and families who may need early help
 - Each service has a **responsibility for establishing what help** they can provide to any family they have identified as needing early help



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- Help should be provided to **support and empower** families and young people, to increase their resilience and ability to manage.
- Service development and commissioning will be based on local analysis and **knowledge** of the needs, communities and outcomes in Haringey and research evidence of what works in early help.
- We will **listen** to the views of children, young people and families
- Families should have **opportunities** to contribute their experience to development of early help services
- Services should work in **partnership** with other statutory, voluntary and independent sector agencies to provide information, advice and other resources to support families, children and young people
- Information is shared between agencies to ensure integrated support and pathways into services are clear
- It is crucial to take full account of the **cultural diversity** and differing needs of our children and their families when planning the most appropriate early intervention and early help services.
- **Safeguarding as a critical issue**; with in early help services, there needs to be good mechanisms for helping people identify those children and young people who are suffering or likely to suffer harm from abuse or neglect and should be referred to children's social care.

6. Scope

- 6.1 This policy applies to **all children and young people in Haringey** who need early help.
- 6.2 It applies to children and young people from conception until age 18. It also applies to young people with disabilities and young people who have been in care over the age of 18 who meet the requirements of the relevant legislation up to the age of 25⁶.
- 6.3 It includes early help provided at any time in a child or young person's life, not just when they are very young.

7. Implementation

- 7.1 The implementation of this policy will be the 'business as usual' day to day work of the Children and Young People's service. QUESTION: This makes it the responsibility of CYPS only. What about public health or community safety?

⁶ For example the Children (Leaving Care) Act 2000 sets out the criteria under which children who have been in care may be eligible, relevant or former relevant children and entitled to certain specified services between the ages of 18-21, and in some cases until the age of 24. The Children's Social Care Procedures Manual on Harinet gives up to date information.

- 7.2 Guidance will be developed for staff, in order to ensure that this policy is implemented.
- 7.3 Performance appraisals play a key role in ensuring that staff understand the approach set out in this policy.
- 7.4 Communication about this policy will be via Harinet, Team Briefing, the council's website and emails.
- 7.5 Time specific actions relating to early help are set out in the directorate's annual business plan QUESTION: Are they?

8. Roles and responsibilities

- 8.1 *All staff* should be alert to the possibility that children, young people or families they are in contact with may be experiencing problems or are at risk of failing to reach their potential without early help.
- 8.2 *All services* are responsible for establishing what help they can provide for a child, young person or family they have identified as needing early help. Services should not automatically refer families on to other services, which can result in the escalation of problems.
- 8.3 All practitioners should actively engage with families and signpost them to appropriate services which can provide early help.
- 8.4 All Services / the Council must be clear in their expectations of families / parents

9. Equalities and diversity

- 9.1 CYPS records equalities data in accordance with the Equality Act 2010 and the Ofsted requirements to monitor data on age, sex, race and disability.
- 9.2 In addition to meet the needs of children and young people in Haringey, Framework-i also allows for the collection of data on religion.
- 9.3 Hence the following information should be included in any assessment of need for early help: **QUESTION:** How will such assessments be carried out? Is it via the CAF? If universal services are being used will there be an assessment?
 - Data relating to age, sex, race, disability, religion
 - The communication and language needs of children, young people and their families should always be considered. For example where a child, young



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person or their carer needs an interpreter, written material in an alternate format or a language other than English, this should be provided.

- Arrangements should be made for advocates, interpreters, relatives or friends, to assist any child, young person or carer where necessary.

9.4 An Equality Impact Assessment of this policy is being carried out.

10. Audit

10.1 We will audit and monitor the implementation of this policy through carrying out quality assurance and audit checks as follows:

- Supervision arrangements and audit processes across CYPS which underpin continuous service improvement
- Regular case reviews
- Views of service users
- Analyses of data

11. Training

11.1 All staff in the Directorate will be made aware of their role and for implementing this policy.

11.2 Workshops are planned across the entire Directorate to take place between September 2012 and March 2013.

12. Review

12.1 The policy will be reviewed annually (or sooner if new legislation, codes of practice or national standards are introduced) to ensure that children and young people are achieving the desired outcomes.

13. Appendix A: The policy context

- 12.2 A number of recent national policy developments have focussed on elements of early help or intervention. We will build the findings from these into our work to support children and families in the borough.
- 12.3 The **Marmot review** in 2010, '[Fair Society, Healthy Lives](#)' proposed evidence-based strategies for reducing health inequalities including addressing the social determinants of health in England, from 2010. It concluded that a good start in life, a decent home, good nutrition, a quality education, sufficient income, healthy habits, a safe neighbourhood, a sense of community and citizenship are the fundamentals for improving quality of life and reducing health inequalities.
- 12.4 Frank Field's independent review of life chances, '**Foundation Years: Preventing Poor Children Becoming Poor Adults**', (December 2010), recommends establishing the 'Foundation Years', covering pre-birth to five years old as the first element of a new tripartite education system. The review also recommends adopting new 'Life Chance Indicators' to measure a range of factors in young children that are predictive of future outcomes.
- 12.5 Graham Allen's independent report '**Early Intervention: the Next Steps**', (January 2011), uses the term early intervention to refer to approaches, policies and programmes which support the social and emotional development of children aged 0-3, pointing to the social and economic benefits of intervening early.
- 12.6 The Social Mobility Strategy, '**Opening Doors, Breaking Barriers: A Strategy for Social Mobility**', (April 2011) and the national Child Poverty Strategy, '**A New Approach to Child Poverty: Tackling the Causes of Disadvantage and Transforming Families**' Lives' (April 2011), both draw on the recommendations of the Allen and Field reviews.
- 12.7 The review by Dame Claire Tickell of the Early Years Foundation Stage (EYFS), '**The Early Years: Foundations for life, health and learning**' (March 2011), recommends simplifying and slimming down the EYFS. The review extends across the universal service of education and care and considers how to identify and provide support for children and young people who are showing developmental delays or behavioural problems and are in need of additional help.
- 12.8 The final report of the Munro Review of Child Protection, '**A Child-centred system**', (May 2011), acknowledges and endorses the emphasis given to early identification and provision of help by both Field and Allen and recommends that the Government place a duty on local authorities and their statutory partners to secure the sufficient provision of local early help services for children, young people and families. This should lead to the identification of the early help that is needed by a particular child, young person and their family and to the provision of

an offer of help where their needs do not match the criteria for receiving children's social care services.

12.9 Professor Nutbrown's Review of Early Education and Childcare Qualifications (DfE June 2012) which concluded that equipping staff with the right skills is the key to ensuring better quality early years education.

12.10 Positive for Youth (December 2011)

12.11 Troubled Families programme

12.12 During the summer of 2012 two national consultations are underway with proposals that could impact on early help programmes. They are the DfE consultation on a new, much shortened version, of the statutory Working Together to Safeguard Children guidelines and the Ofsted consultation on proposals for the joint inspection of multi-agency arrangements for the protection of children.

14. Appendix B: First Early Help Workshop

This workshop was held on 11 September 2012 and was facilitated by Philippa Morris from eth Council's ODL. People were invited from across the Council and Health Services. There were representatives from social work, youth offending, children's centres, midwifery, health visiting and the Haringey Family Nurse Practitioner Programme.

Following introductions from Libby Blake, Haringey Council, and Sam Page, Whittington Health, about the importance of the early help agenda across the Haringey partnership, Iain Low, the programme manager, briefed the group about the work of the programme. Four discussion groups were created and two exercises were provided to get staff thinking about early help provision. :

Case Studies

Groups were provided with an 'early help' case study each to discuss and talked through in pairs the early help tools that could be employed to work with the families. Groups talked through the tools and resources required for early help and themes included:

Working in Partnership	Sharing Responsibility	Empowering parents	Enabling resilience
Building trust	Good communication	Following things through	Seeing the potential
Raising self-esteem	Enabling families to 'give back'	Volunteering opportunities	Perseverance and seeing the potential
Acknowledging the difficulties	Providing practical help	Social inclusion	Holistic solutions
Asking questions early on	Enabling reflection (both professionals and families)	Acknowledging positive change	Understanding trigger points
Meeting needs of family (at the time they need it)	Innovative practice (and management support to do this)	Skilled workforce	Earlier pathway planning

Each group identified a case they had encountered in practice where early intervention had worked and the examples enabled discussions about factors that contributed to early help work, including:

- **Visible and welcoming resources** (a mother that had passed by the children's centre following an argument with her mother and walked in to ask for help)
- **Holistic interventions** (a family living in damp/mouldy accommodation who were helped to access a family centre; not only to wash clothes and cook, but also for the family to socialise with other families, build relationships, self-esteem and resilience)
- **Working in partnership and empowering parents** (a family nurse who had used motivational interview techniques to enable a young mother to understand the abusive relationship she was in, and for the mother to decide herself that the relationship was harmful to her baby)
- **Innovative practice** (an isolated mother whose trigger point was at the weekend where she had no money to visit her family was provided with a pre-paid Oyster card via a children's centre)

In all the cases described professionals thinking had been stretched. Thinking 'out-side the box' provided early help in an innovative way. Delegates reiterated the value they placed on having both the resources and the management support to do this. They also acknowledged the importance of being able to retain the skills and positive practice which already exist in the borough.

Children's Needs Grid Activity

The groups were provided with a grid; one axis contained the five Every Child Matters Outcomes (ECM), the other segmented the child's life into five age groups. Groups were asked to populate the grid with their views on what the needs of children are at different ages to enable them to achieve each of these outcomes in the context of early help. Responses were wide-ranging and a meta-grid has been produced with the themed responses.

Future developments

It was agreed that the following were important points for staff to take away for future consideration:

- Strengthened, joined-up working both inter and multi-agency
- Support from organisations by fostering innovative practice
- Building resilient families and the ability that families had to share their learning with others
- Working in partnership with families, rather than an authoritative way (in the context of early help)
- Retaining and developing the skills of the workforce



15. Appendix C: Threshold of needs triangle

Figure 1: Thresholds of need - inverting the triangle

