

Haringey Council

Agenda Item

8

Report Status

For information/note
For consultation & views
For decision

Report to Haringey Schools Forum – 21st May 2015

Report Title: Early Help report

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Purpose: To up-date Schools Forum on the delivery, performance and developments of Early Help

Recommendations: To note the report

1. What is Early Help?

The aim of Early Help in Haringey is to make sure that children, young people and families benefit from the right support at the earliest opportunity to prevent difficulties (and costs) from escalating.

‘Early help means providing support as soon as a problem emerges at any point in a child’s life from the foundation years through to teenage years.’ *Working Together to Safeguard Children (2015)*

2 Summary of Report

This report summarises the context for the delivery of Early Help in Haringey including the expectations on local authorities and agencies set out by the DfE in *Working Together to Safeguard Children (2015)* and the recommendations from the recent Ofsted thematic inspection of *Early Help: Whose responsibility? (2015)*.

The report outlines current performance and the developments towards the integrated partnership operating model for Early Help and the reconfiguration of children and young people’s services. Key milestones include:

- April '15: Guidance re Early Help & Prevention service offer to schools and Children’s Centres distributed.
- May '15: 850 families achieved sustained outcomes in areas relating to youth crime, anti-social behaviour, education and employment since 2013.
- June '15: Revised governance of Early Help in place.
- July '15: Consistent assessment, recording and outcomes reporting for Early Help case work via MOSAIC case management system.
- July '15: Improved understanding and access to Early Help through delivery of Early Help training, published Early Help Practitioners Guidance and revised LSCB thresholds training.
- Oct '15: Delivery through locality teams working with families at an earlier stage of intervention in place.
- Oct '15: Targeted response team working with families with higher levels of need, including children on the edge of care in place.
- Oct '15: New Front Door model for all children and young people’s services in place.
- March 16: Re-focus on earlier intervention to deliver sustained outcomes for 690 families in 2015/16.
- March '16: Demonstrable impact of the wider partnership delivery of Early Help via the embedding of the outcomes framework.

3 Early Help – Context and Guidance

The importance of investing in early intervention and prevention in reducing long term costs and improving outcomes for children and families is understood and well documented and is cited by both Allen (*Early Intervention: Next Steps*, 2011) and Munro (*Review of Child Protection*, May 2011).

3.1 Working Together to Safeguard Children 2015

Working Together to Safeguard Children (DfE, 2015) sets out the legislative requirements and expectations on individual services to safeguard and promote the welfare of children and the framework for LSCBs to monitor the effectiveness of local services. This includes setting out expectations of how agencies will work together to provide early help. It states that professionals should in particular be alert to the potential need for early help for a child who:

- is disabled and has specific additional needs;
- has special educational needs;

- is a young carer;
- is showing signs of engaging in anti-social or criminal behaviour;
- is in a family circumstance presenting challenges for the child, such as substance misuse, adult mental health problems and domestic violence;
- has returned home to their family from care; and/or
- is showing early signs of abuse and/ or neglect.

3.2 Ofsted Thematic Inspection titled Early Help: Whose Responsibility? (2015)

HMCI commissioned a thematic inspection of Early Help to gain an accurate picture of how effectively local partnerships' early help services are improving children's circumstances, reducing risk and taking further action when needed. (Appendix Two)

The key recommendations include requiring LSCBs to monitor and evaluate the quality and effectiveness of early help services and to publish their findings in an annual report.

Local authorities and partner agencies delivering early help to children and families should:

- improve quality and consistency of assessments and plans;
- provide professional supervision and management oversight to all staff delivering early help, particularly in respect of whether families need more formal help;
- ensure that all early help professionals have access to effective training;
- ensure that children's needs for early help arising from parental substance misuse, mental health and domestic abuse are addressed in commissioning plans.

In addition local authorities should:

- ensure that when a child is referred children's social care there is good quality feedback given to the referrer about the outcome of the referral;
- establish effective processes for evaluating the overall impact of early help.

4. Haringey Early Help Model

4.1 Work is underway in Haringey to further develop the partnership operating model for Early Help which will enable a more co-ordinated and integrated approach to the delivery of Early Help.

The aim is to provide a continuum of help and support to respond to the different levels of need of children and families through universal, targeted and specialist services based on a model of locality-based multi-agency working.

A range of services and agencies are currently considering how best they might align and/ or commission delivery and resource to this model. These include, for example, police, housing, community safety, health services, education, employment Support (DWP), adult services, voluntary sector organisations.

4.2 The Early Help and Prevention Service including integrated family support, youth offending and youth services is reconfiguring its services towards this model as part of the wider remodelling of Children and Young People's Services. This will be in place by October 2015 and will include:

- New single Front Door for access to all children and young people's services.
- Establishing integrated multi-agency locality teams linked to the 6 NLC areas delivering Early Help including:
 - family support;
 - evidenced based parenting programmes

➤ and youth engagement.

- A multi-agency Targeted Response Service to deliver:
 - intensive family and youth support;
 - rapid response;
 - specialist posts providing consultancy, workforce development for Early Hel practitioners and some high end intervention support across - in areas of domestic abuse, child/ adult mental health and substance misuse.

There will be continued engagement with partners including children's centres and schools over the coming months to further develop and shape the model and clarify the processes which will best support schools in identifying families who may benefit from early help and accessing swift allocation of cases where needed.

5. Current Early Help and Prevention Service

5.1 Troubled Families Programme - Haringey Families First

The national Troubled Families Programme tasked local authorities with identifying and turning around the lives of their most 'troubled' families who met specific criteria linked to youth crime and anti-social behaviour; education attendance and exclusions; and unemployment.

The development of a 'whole family' approach that focuses on assessing the needs of individual children and adults and co-ordinating family support plans has significantly contributed to the success of the programme. By May 2015, Haringey achieved its target of achieving sustained outcomes for 850 families. (See 5.3 below)

The Programme has expanded for April 2015-2019 and will reach out to families with a broader range of problems which will enable a greater focus on prevention and earlier intervention.

Haringey's target is to work with 690 families in 2015/16 (3240 by 2020). Much of the work delivered through Early Help services will contribute to the outcomes of the programme. This will also require a refocus of family support resources from working with Children's Social Care cases to working with families at an earlier stage of intervention.

5.2 The Early Help Team

6 Early Help Co-ordinators and 6 Early Help Practitioners whose role it is to:

- Support access to early help services;
- Embed Early Help Assessment, Lead Professional, Team Around the Family processes;
- Assess needs;
- Deliver brief interventions;
- Co-ordinate Forums

The Early Help Team is the first point of contact for professionals who are unsure of the pathway to Early Help services. (See 'Early Help Pathway Overview' Appendix one).

5.3 The Integrated Family Support (IFS) Service

Integrated family support services (Haringey Families First, Family Intervention Programme (FIP) and the Family Support Service) delivering varying levels of family support interventions.

- 1 service manager, 6 team leaders, 36 family support workers/ key workers.
- Deliver varying levels of family support interventions.
- Average length of intervention 9-12 months.

- Average case loads 5-8 high end; 10-12 less intensive.
- Single referral route into IFS and joint case allocation.

5.4 Families accessing family support

Historically family support services in Haringey have primarily worked with families with children as part of the Child Protection Plan or Child in Need Plan. There has been a transition to create capacity within the service to work with vulnerable children and families who will benefit from earlier help. However, the data below shows that most requests for Early Help services and family support are coming directly from children’s social care via First Response before they are allocated to family support (Table 2). There is still considerable work to do to promote understanding of Early Help to encourage direct referrals from children’s centres, schools and health services.

5.5 What does Family Support Work do?

The Integrated Family Support workforce have a range of skills in areas such as family functioning, transitions support, evidenced based parenting support and programmes such as Strengthening Families, Strengthening Communities, and Triple P and will work together with colleagues from other services to complete Early Help Assessments, co-ordinate Team Around the Family Meetings and deliver, monitor and review the Family Support Plan.

6. Early Help & Prevention Service - Current Performance

6.1 Case Management Oversight and Quality Assurance

All case work delivered by Haringey Early Help and Prevention service will be recorded on the new children’s social care case management system (MOSAIC) by end of July 2015. This will enable more robust oversight of case management and performance management including supervision of timeliness and quality of assessments, planning and review.

6.2 Performance Management Information.

A new Performance Management framework is being implemented (April 2015) which will enable more consistent and comprehensive performance reporting. More detailed monitoring including outcomes reporting will be possible once all services are on the MOSAIC case management system (July 2015). The following is a report on data that has been collated over the last two quarters for 2015/16. Table One shows the overview of the number of cases that were open at the end of Quarter 3 and Quarter 4 in 2015/16. A total of 346 cases were open to the service at the end of March 2015. This data does not include cases that have only received information, advice and guidance/sign posting services.

Table One:

<u>Overview of cases</u>	<u>End of Q3 Oct-Dec 2014</u>	<u>End of Q4 Jan –Mar 2015</u>	<u>Total Referrals Oct-Mar 2014/15</u>
Number of cases open at end of quarter	305	346	
Number of new referrals during each quarter	180	169	349

Table 2 below shows source of referrals to the Early Help & Prevention Service since October 2014.

Table Two:

Total new referrals to Early Help and Prevention Service October – March 2014/15

	Child- ren's Centre	EH team*	Health	School	Self re- ferral	Children's Social Care		No Recours e to Public Funds	Other LA service	Un- known	Gran d Total
						First Re- sponse	Safe- guarding & Support				
Total	15	-11	17	62	6	167	58	2	18	3	349
%	4%	-3%	5%	18%	2%	48%	17%	1%	5%	1%	100%
*These figures represent escalation to more intensive family support from an Early Help practitioner intervention and have been subtracted to avoid duplication											

The majority of requests for Early Help services are coming directly from Children's Social Care (CSC) (66%). Most (48%) of these are from First Response. These are cases that have been referred into CSC and are assessed as not meeting thresholds for specialist services but may benefit from Early Help. The data currently available does not tell us about the original source of referral into First Response, for example, how many of these were from schools.

More referrals into Early Help services would be expected from agencies other than Children's Social Care. The second highest referring agency is schools (18%) but numbers are lower than one would anticipate.

17% of cases were referred by Safeguarding and Support. Some of these are 'stepped down' as they no longer meet thresholds for a Child in Need plan but would benefit from early help to further de-escalate needs and prevent re-referral. Others will be cases where the social worker is the Lead Professional and Integrated Family Support will be providing additional interventions for the whole family as part of the Social Care led Plan.

Table 3 below shows the breakdown of referrals by age:

Table 3:

Referrals into Early Help & Prevention Service by Age October – March 2014/15					
	Under 5s	Primary	Secondary	Post 16	Total
Q3 (Oct-Dec)	72	50	48	10	180
Q4 (Jan- Mar)	67	42	53	7	169
TOTAL	139	92	101	17	349
Total %	40%	26%	29%	5%	

The majority (40%) of children referred are Under 5. This data reflects the age of child within a family for whom the referral was made. It does not reflect the number and ages of children in the family that a support worker will be working with as part of a whole family approach. This data will become available when the new system is in place.

6.3 Early Help Outcomes

Families First / Troubled Families Programme Outcomes

At February 2015, Haringey had achieved outcomes for 665 families eligible for support under the Troubled Families criteria. The breakdown is as follows:

- 1) 550 families had met the crime/ASB reduction and improved education outcomes. This means that where this had been an issue for a family:
 - each child had achieved fewer than 3 fixed term exclusions and less than 15% unauthorised absences over 3 terms; **plus**
 - the family had achieved a 60% reduction in anti-social behaviour and offending rates by all children in the family had reduced by at least 33% in the last 6 months.
- 2) 29 families met the employment outcome which means they had sustained employment and were off benefits.
- 3) 86 families met all the above outcomes.

We are anticipating achieving outcomes for all 850 families by May 2015. The table below shows the breakdown of outcomes achieved by families.

Outcomes at Case Closure

In addition to the outcomes the Integrated Family Support Service reported on a wider range of outcomes at 'case closure' during Jan-March 2015. 43 cases were closed during this period. An outcomes measurement tool was developed in order to assess progress in a number of areas. Outcomes were reported as follows:

Table 4

Additional Outcomes for Cases Closed during period Jan-March 2015				
For families where the following was an issue...	No of cases this applied to	No improvement* % of cases	Some improvement* % of Cases	Significant Improvement % of Cases
Child's relationship at home	24	25%	29%	46%
Child's relationship at school	13	0%	31%	69%
Childs emotional wellbeing at home/community	18	28%	22%	50%
Childs emotional wellbeing at school	11	0%	27%	73%
Childs development or learning	18	22%	39%	39%
School attendance	7	29%	43%	29%
Parenting capacity	22	27%	27%	45%
Exposure to DV	11	36%	36%	27%
Substance misuse	3	0%	0%	100%
Mental health	10	10%	80%	10%
Risk of harm to child	14	36%	29%	36%
Improved/ stabilised housing situation	12	25%	42%	33%
Improved finance/ debt management	14	21%	57%	21%

*Specific descriptors exist for each of these measures to help ensure consistent application.

For the majority of families there is some or significant improvements in outcomes at case closure. More work is needed to up-skill the workforce to ensure they are confident in working with families to significantly reduce the impact of mental health, domestic violence and substance misuse. The creation of specialist posts to support wider workforce development in this area will help with this. Additionally, wider partnership workforce development and training will be offered to enable partner agencies colleagues to contribute to the collaborative effort.

7 Early Help – Key Milestones and Next Steps

Key priorities include:

- Support agencies and services in understanding and interpreting thresholds of needs and understanding Early Help.
- Development of wider partnership capacity, confident and competent to act as lead professionals for families with complex needs.
- Developing stronger links with children's centres and schools to encourage referrals to family support where this will benefit families now that capacity has been created to respond to needs at an earlier stage.

Key actions implemented and next steps are:

7.1 Early Help Operating Model and new Front Door Model (October 2015)

Engagement with partners on the proposed Early Help Operating Model and the new Front Door model has already commenced. The formal consultation on the reconfiguration of services will commence in June until mid July for implementation in October. There will be continued engagement with partners including families as the new model develops.

7.2 Early Help Governance Arrangements

Governance arrangements are being reviewed in order to ensure delivery against the five priorities within Haringey's Corporate Plan. Governance for Early Help contributes primarily to Priority One: 'Enable every child and young person to have the best start in life, with high quality education'. The Early Help Partnership Board (EHPB) will have a clear reporting link to the Priority One Board. The terms of reference are currently being up-dated to ensure appropriate representation across the partnership with decision making authority in order to be able monitor and provide strategic oversight of the implementation of Early Help across the Borough. It will be co-chaired by the Assistant Director of Early Help, Prevention and SEND (CYPS) and by a member of the Board who is external to Haringey Borough Council.

7.3 Early Help and Prevention Service – Guidance for Children's Centres and Schools (April 2015)

Guidance informed by feedback from children's centres, schools and family support services about best practice within Haringey has been distributed. It outlines the service that can be expected from the Early Help and Prevention Service, including:

- named managers as single point of contact;
- an offer of a meeting in each school to help identify support for vulnerable families;
- informing schools regularly of children currently accessing early help services.
- named family support workers linked to NLC areas and to each Children's Centre.

7.4 Early Help Training (Jan 2015 – March 2016)

Over 250 participants attended the first programme. Participants include SENCOS, Children's Centre Managers, police, health visitors, housing services and Children and Young People's Services.

7.5 Early Help Practitioners Guidance (May 2015)

The Early Help Practitioners' Guidance will outline the Early Help Assessment, Lead Professional and Team Around Family processes covered in the training and include links to forms.

7.4 LSCB Revised Thresholds Guidance (April 2015 – July 2015)

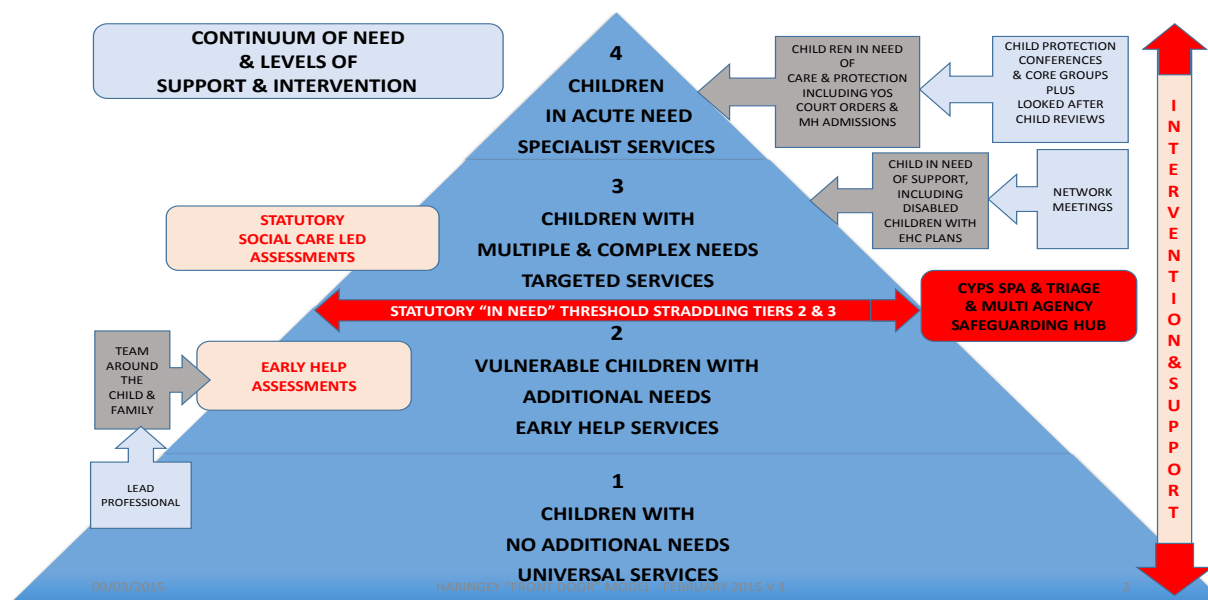
LSCB have approved revised guidance in line with pan borough thresholds guidance. Training/briefings will be rolled out to agencies and services.

7.5 Outcomes Framework for Early Help

The Early Help Outcomes framework that has been developed will enable the consistent monitoring of a wide range of outcomes. The framework includes the use of the Outcomes Star tools (Family Star Plus/My Star) which provide a consistent and validated way of working collaboratively with families to measure progress against a wide range of softer outcomes, such as, parenting skills, emotional well-being.

Appendix One

Haringey Early Help Pathway Overview



What to do and who to contact

Situation	Action required
Family has an additional need and you know what service is required.	Contact the service and submit a 'Single Agency Request/Referral Form' to the Early Help Team (ehreferral@haringey.gov.uk (t: 0208 489 5814)).
Family has more than one need identified OR family has an additional need and you are unsure what service is required.	Commence an 'Early Help Assessment' and send to Early Help Team ehreferral@haringey.gov.uk (t: 0208 489 5814). Contact the Early Help Team for: help with forms, Early Help Assessments, information/ advice on services available, support in carrying out Lead Professional role and organising Team Around Family.
Family where a child safeguarding issue has been identified.	If you have any concerns that an infant, child or young person may be or is at risk of significant harm or has been harmed or abused, you must make an immediate telephone contact with First Response on 020 8489 4592 / 5652 / 5762 / 4582.

