



**Haringey** Council

**Agenda Item  
11**

**Report Status**

For information/note   
For consultation & views   
For decision

**Report to Haringey Schools Forum – 8<sup>th</sup> July 2015**

**Report Title:** Early Help and Prevention service update and financial report

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**Purpose:** To provide the Schools Forum with an update on activity since the last forum and detail financial plans for the previous and current financial year in response to questions raised at the May 2015 Schools Forum.

**Recommendations:**

1. That Schools Forum notes the contents of the report and the actions being undertaken by the Council

## 1. Introduction

### 1.1

At the schools Forum held on 21st May 2015 members requested evidence of actions taken in support of the proposals for October 2015 and the more responsive, flexible and locally-delivered family support service we described. Early Help provision is shared responsibility and through active co-production we are building a system that acknowledges the key roles we all have in delivering effective outcomes against this joint agenda and we are making good progress.

Since the last Forum, the Assistant Director Early Help and SEN, Head of Service Early Help and others have been visiting schools, attended the Head teacher's conference and been listening to heads and pastoral leads, to ensure that the structure and approach from October is a genuine result of co-production and design to establish a visible, accessible and effective Early Help service.

### 1.2 Key points:

- Service is in the process of structural and operational change (which will be fully operational by October 2015) – we are actively involving schools on this journey, to provide an improved service that supports children and strengthens families.
- At the heart of EH is the family- We will deliver flexible and responsive, locally based family support which adds value to existing early help provision in Children's Centres, Schools and other universal settings
- We have listened and acknowledge that the Early Help Forums have not met expectations and have temporarily suspended these groups.
- We are working to understand how best we can add value to existing practitioner meetings as a better, collaborative approach, but believe firmly in the value of multi-agency discussion at a case work level - leading to informed and effective decision making.
- We recognise the contributions from and the demands already on professionals in universal settings and will look to add value to existing structures and avoid duplication rather than impose a new structure
- By meeting personally with head teachers and key professionals in their schools, we are working to re-establish trust, greater understanding and show a visible commitment to the shared ambition of maximising collective resources to improve outcomes for children and families in Haringey
- Actively exploring options for community-based team hubs to further increase visibility, accountability and accessibility of family support Early Help workforce
- We have been contributory partners helping to build a single access route for CYPS services which is clear and streamlined and provides consistent oversight of quality casework
- We are talking to partners and stakeholders and listening. This way we can adapt our provision to reflect those discussions.



## 2. You said – we did

2.1 A number of specific points were raised at the last School Forum:

You said	We did.
<p><b>There is a lack of clarity over spending plans for DSG funds.</b></p>	<ul style="list-style-type: none"> <li>• Detailed structural establishment paper to Forum May 2015.</li> <li>• Financial summary 15/16 above details allocation of DSG funds to operational, front line family support staff in both the current structure and subsequently spending plans from October – March 16</li> </ul>
<p><b>There is a lack of visibility of Early Help staff in schools settings</b></p>	<ul style="list-style-type: none"> <li>• All Schools have been provided with a named Family Support coordinator (via the Bulletin) for direct access to information advice and guidance.</li> <li>• There are dedicated named family workers working from children’s centres providing direct access to practitioners and families but we recognise that this has worked variably and is being addressed within new staffing structures</li> <li>• Focused visits are currently being made by the Assistant Director for Early help and SEND together with other senior officers to provide a strategic overview of the future of Early Help and to understand the history, challenges and opportunities.</li> <li>• Parallel visits are being made by the Head of Service and operational managers to identified schools to review current EH cases and provide evidence of our commitment to improve practices and increase impact.</li> <li>• EH has offered increased support to families where head teachers are concerned about risks associated with summer holidays</li> </ul>
<p><b>Evidence of the direct impact of the current Early Help is limited</b></p>	<ul style="list-style-type: none"> <li>• The Schools Forum in May received a report providing initial figures, however historically data capture has been limited.</li> <li>• Performance reports are being compiled to evidence monthly/quarterly caseloads and outcomes.</li> <li>• From October a robust performance framework will be in place for the start of the re-designed, locality-based service.</li> <li>• Free multi-agency training and licensing for the Outcome Star (on-line) evaluation tool will be offered to Children’s centres, schools and partner agencies towards the end of the year as part of multi-agency workforce development.</li> <li>• This will help embed this interactive, ‘distance travelled’ tool and build borough wide data to inform resource allocation and commissioning decisions</li> </ul>

<p><b>The current Early Help service is too far removed from schools and communities</b></p>	<ul style="list-style-type: none"> <li>• Service re-design will result in three locality- based, multi-skilled teams, positioned in response to known demand.</li> <li>• We are working to identify suitable, family hubs to base our staff in and although this may not be fully completed by October, the ambition is clear and the intention is absolute.</li> <li>• All schools will have direct contact details of senior practitioners in their locality to enable relationships to be built and information and advice to be readily available.</li> <li>• Early Help Forum’s have been withdrawn and will be re-focused to enable practitioners to have meaningful case-level discussions locally, to unblock cases and enable practitioners to support families move forward.</li> </ul>
<p><b>Access pathways and Assessment processes keep changing creating confusion, additional paperwork and a lack of engagement.</b></p>	<ul style="list-style-type: none"> <li>• The new Single Point of Access/Triage service is already being implemented and will provide access to both early help and children’s social care services.</li> <li>• Streamlined access and a robust and controlled way of recording all referrals.</li> <li>• Support pathways for children and families will be linked and records created once, will be retained securely. Planned implementation over the summer</li> <li>• A review of additional service request/referral forms is being undertaken to remove unnecessary paperwork and simplify access to the right services</li> <li>• The Early Help assessment is a key tool for understanding whole family needs and to inform the planning and best response for families. Additional training opportunities will be provided to give the workforce the tools and confidence to complete good quality assessments</li> <li>• Locality Team managers will support schools through these changes, acting as ‘Navigators’ to work directly with schools, children’s centres and partner agencies, to promote the use of EHA’s</li> <li>• School staff supported by coaching, advice and guidance, to embed EHA process and links to EH services.</li> </ul>
<p><b>We need tangible support for families we are already working with at the early intervention phase</b></p>	<ul style="list-style-type: none"> <li>• Family Budgets have been shown to be an effective tool through the Troubled Families programme.</li> <li>• Simple access to funding for a wide range of practical uses helps cement a positive relationship and meaningful engagement with families as we start to work alongside them.</li> <li>• ‘Family Budget’ approach will be rolled out across the new EH locality teams to provide easily accessible funds, accessible to partner agencies working to an agreed family plan, developed from an assessment of family need.</li> </ul>

	<ul style="list-style-type: none"> <li>• An initial allocation of £60k has been identified from EH budgets to support this approach.</li> <li>• Decision-making will be short and simple and made at EH Team Manager level.</li> </ul>
<b>Not all early help practitioners are sufficiently skilled</b>	<ul style="list-style-type: none"> <li>• Our aim is to have a well trained, diverse workforce, delivering consistently high quality family support, working collaboratively to deliver effective support and accountable at a local level to support this ambition, a multi-agency workforce development programme is being co-produced and will be delivered in conjunction with and endorsed by the LSCB.</li> <li>• The principle of joint working and delivering training endorsed by the LSCB has been agreed at the LSCB training sub-group and a task and finish group will be established to design and endorse a meaningful programme for delivery.</li> <li>• Multi-agency training offer will be available towards the end of the year</li> </ul>
<b>Describing the service as the 'Early Help' service is unhelpful and doesn't recognise work being done in universal settings</b>	<ul style="list-style-type: none"> <li>• We are speaking to professionals across the partnership to agree a better way of describing the community-based, Co- produced, integrated help which the service will offer. Adopting a collective service name such as 'Haringey Families First' would better reflect our role adding to early help work already undertaken.</li> </ul>
<b>Schools are being expected to lead complex cases requiring intensive support, which is not appropriate.</b>	<ul style="list-style-type: none"> <li>• Increased available capacity within the EH&amp;P service will help reduce inappropriate case-holding.</li> <li>• We will undertake a joint review of cases with schools (through regular, termly meetings) to monitor the impact of this and set clear expectations for who is appropriate to be the lead professional.</li> <li>• Team managers in the locality model are Qualified Social Workers to enable effective assessment, allocation, risk management and escalation to be made with confidence</li> <li>• Building stronger links between locality and CSC teams to support step up/down and development of a clear process</li> <li>• Improved joint working and flexibility across thresholds to ensure cases are held safely and led appropriately</li> </ul>

#### **4 Early Help and prevention service aims:**

4.1 The Early Help partnership in Haringey offers a range of additional support for families, children and young people who are facing multiple or complex issues in order to strengthen families. As part of our collective responsibility, this will build on the early help and support that is being provided in universal settings which helps children and families to manage and where possible overcome the issues they are facing. We will achieve this by working collaboratively in response to identified needs.

4.2 The Early Help and Prevention service works to a family strengthening model.

- One worker (lead professional, key-worker) coordinating a plan with the family, ensuring there is no duplication and that the support is manageable for the family
- Looking at the needs and strengths of all family members
- Being flexible about the duration and intensity of the support provided based on the needs of the family
- Offering practical 'hands on' support at the appropriate level of intensity
- Challenging family members when necessary so things can improve in the long term
- Family resilience- Not giving up on families and persisting, even when things are difficult – strengthening families model (Signs of Safety).

4.3 Improving family functioning will enable families to achieve their potential in the future by being better able to cope with and overcome challenges that they face and over time be less reliant on formal support services, having increased their own capacity, resilience and local networks.

#### **5 Financial detail.**

5.1 Members also requested a summary report providing headline details of Early Help expenditure in both the financial year 2014/15 and spending plans for the current financial year (2015/16) providing a summary of the in-year and planned spend against the DSG allocation of £1.35m, approved by Schools Forum for Early Help services. This tables below provide a summary of spend 2014/15 (Table 1) and a more detailed breakdown of how the DSG funding has been profiled for early help services (April – September 15) and against the revised structure October 2015 through until March 2016. (Tables 2-4).

5.2 The principle we have adopted for presenting DSG spend is to focus the funds on operational delivery, front-line staff and case-holding supervisors. A number of specialist posts and new approaches are funded from grant funding from Troubled Families.

### 5.3 Financial tables

<b>Table 1 Early Help funding 2014/2015</b>			
	Income	Year end spend	DSG %
EH service staff costs		2,655,624	
Youth and Community Participation		2,271,000	
Premises/services/commissioning		505,573	
<b>Total</b>		<b>5,432,197</b>	
DSG	1,350,000		25%
DCLG	1,280,100		
Core	2,802,197		

<b>Table 2 Summary of EH budget planning 2015/16</b>			
	EH operating model costs	Income	DSG %
April – Sept (A)	£2,006,841		
Oct – March (B)	£1,760,749		
Full year EH costs (A)+(B)	£3,767,590		
Additional resource (Oct-March)	£468,437		
Total budget (C)	£4,236,017		<b>32%</b>
<b>Income</b>		DSG £1,350,000 Core £2,090,017 DCLG £486,000 DCLG £310,000 (pbr)	

<b>Table 3 Financial Year 2015/16. April - September</b>				
Early Help Team	Operational costs/salaries	Staff numbers	DSG funding as % of total	Funding source
Early Help team	£273,139	1 x manager 5 x Coordinators 5 x practitioners		DSG
Family Intervention Project (FIP)	£184,572	1 x Manager 6 x practitioners		Core
Family Support Service	£523,651	3 x coordinators 25 x practitioners		DSG
Edge of Care	£88,711	5 x youth practitioners		Core
Youth & Community Participation	£562,494			core
Families First	£374,275	1x manager 11 x practitioners		DCLG
<b>Total costs</b>	<b>£2,006,841</b>		38%	



<b>Table 4 Financial Year 2015/16. October – March 2016</b>				
Early Help Team	Operational costs/salaries	Staff numbers	DSG funding as % Of total	Funding source
Locality Team 1	£355,729	1 x team manager QSW 2 x senior FSW's 11 x FSW's 2 x youth practitioners		DSG/Core
Locality Team 2	£376,410	1 x team manager QSW 2 x Senior FSW's 12 x FSW's 2 x Youth practitioners		DSG/Core
Locality Team 3	£417,659	Youth Team Manager 1 x Team manager QSW 2 x Senior FSW's 10 x FSW's 4 x Youth practitioners 1 x Apprentice YP		DSG/Core
Targeted Team	£314,211	1 x Team manager QSW 3 xSWQ triage staff 2 x Senior Pracs 4 x targeted Youth prac 3 x Targeted Youth support workers		DSG/Core
<b>Operational costs</b>	<b>£1,760,749</b>			DSG £553,210
Additional posts/expenditure	£468,437	3 x Service Manager 4 x Specialist posts (2 x MH, 1 xVaWG, 1x SM) 1 x Troubled Families manager 1 x TF Probation secondee 1 x TF PRU secondee 1 x TF Data analyst Commissioned service Family budget Head of Service		DCLG/ PBR*
<b>Total half-year costs (C)</b>	<b>£2,229,186</b>			
<b>Total full-year costs (A)+(B)+(C)</b>	<b>£4,236,017</b>		<b>32%</b>	

\* Anticipated additional PBR funds of up to £250k during 2015/16