

Early Help Service

1. Introduction

- 1.1 This paper provides Schools Forum with an update on the implementation and refined delivery model for the Council's Early Help service and wider early help offer. It provides a performance summary for the 12 months since the introduction of Early Help Localities in October 2015 and developments in service offer which will increase the impact and help to embed a more collaborative and broader-based early help approach in Haringey.

2. Proposal for Schools Forum

- 2.1 In the context of the Haringey Early Help Strategy which sets out the vision and aims of effective early help partnership working, it is requested that Schools Forum continues to agree to the allocation of £0.35m from the DSG and £1m from HNB to continue to support the delivery and development of an effective Early Help Service. As agreed and detailed at Schools Forum in January 2016, these funds will continue to be used entirely for front-line, case working staff in the Early Help service and collaborative setting-based delivery, in line with Conversations 4 Change and the extended offer to schools. The DSG funding equates to approximately 8.4 frontline staff and High Needs Block funding a further 24 frontline staff.
- 2.2 Following a review of the service and feedback from a range of stakeholders, Conversations 4 Change was introduced in early October 2016. This is providing a more responsive, timely and flexible service to families and settings. The core family support provision is accessible through the CYPS Single Point of Access (SPA). We also offer case consultation and joint meetings at schools/settings where professionals have concerns or families are anxious about engaging with services beyond school. This consistent, borough wide offer -part-funded by DSG, provides locality teams focussed on direct family support and collaborative working, which compliments school activity and draws in a wider range of partners and specialist resources to build a package of support for families who would otherwise be liable to struggle to cope and escalate into long-term statutory intervention.

3 Service structure, partnership offer and fiscal modelling.

- 3.1 The wider Early Help Service which includes partial staffing of the Targeted Response Team, Haringey's universal youth offer and direct management of three Children's Centres, is funded from three main sources:
- DSG £1.35m;
 - Troubled Families Grant £1.052m (including Payment by Results income); and
 - Council General Funds £975,200.

- 3.2 The allocation of DSG funding together with other income in 2016-17 has enabled the service to support 703 families and 1195 school-aged children in Haringey (Oct 15-Sept 16) and extend its reach and contribution from 66% to almost every school across the borough in October 2015.
- 3.3 The Early Help Service is a core element of the continuum of care provided by Haringey's CYPS and delivers a range of benefits including:
- a dedicated, Tier 2 service to support children, families and young people through a coordinated, tailored package of multi-agency support to enable them to achieve their agreed outcomes and achieve greater resilience;
 - a timely, responsive and direct delivery service - *Conversations 4 Change* delivers contact with families within 1 day of cases being allocated to the Service and initial meetings, often with partner colleagues, within five days of allocation;
 - hands-on, practical support for families in the home;
 - school-based meetings with families to secure consent and agree Early Help Support, facilitating introductions through existing relationships and increasing effective engagement;
 - EH accepting families 'at source' – where joint meetings take place, schools do not need to submit contact forms to SPA, reducing administrative burden on schools/settings.
 - a range of setting-based support options including thematic workshops (parenting, housing, substance misuse/awareness, and employment readiness), the development of a transition programme and Team Around the School activity;
 - a named Early Help Senior or Family Support Worker linked to every children's centre and school to provide support and guidance to promote adoption of *Conversations 4 Change* as an effective approach and responding to requests for service and regular presence at local forums;
 - direct contact numbers for Locality Teams for informal case discussions, advice and guidance in relation to thresholds and family need;
 - improved data capture and consistent recording will enable increasing visibility of impact, analysis to establish locality and service wide needs and the identification of emerging trends.
- 3.4 DSG allocation, together with the General Fund contributions and funding from the Department of Communities and Local Government (DCLG) Troubled Families grants, will enable the Service to continue supporting hundreds of vulnerable families, strengthen school and family relationships, improve parenting and help achieve the best start in life ambition for children and young people in Haringey.

- 3.5 The capacity and breadth of the early help partnership offer will continue to expand and the development of a 'Prevention through Partnership' multi-agency offer which will provide support to children and training and awareness for parents and staff across a range of topics, delivered in settings will help move early help into a sustainable operating model which relies on partnership participation and commitment and less on direct funding.
- 3.6 The core aims for effective early help services are to provide a rapid and flexible response to families with emerging, established or multiple Tier 2 concerns, which delivers improved sustainable outcomes for families, increasing individual and family resilience, strengthening community networks as well as delivering against the Troubled Families agenda.
- 3.7 Conversations 4 Change (C4C) creates a streamlined and proportionate response to supporting these vulnerable families and children and has been implemented to deliver improved outcomes as a result of timely and flexible support and coordination of an agreed family action plan. Additionally, C4C creates a new identity for Haringey's early help approach which will better engage partnership practitioners at a universal level.
- 3.8 The benefits of C4C will increase both the capacity of the council's Early Help service and, critically, harness the capacity of the wider Early Help workforce operating in settings, agencies and community groups. The simplicity of the approach, coupled with a suite of simpler, generic C4C forms will encourage increased use of common forms and methodology, promoting the role of lead practitioner and how it can be performed by practitioners outside CYPs.

4. Early Help Performance and Financial benefit

- 4.1 Performance October 2015 – October 2016 (please see **Appendix EH1**).
- 4.2 As part of a new Performance framework, the Early Help Service has developed a Haringey Cost calculator (**Appendix EH2**) to provide a systematic and consistent approach to quantifying spend and benefits, expressed as prevented costs. In addition, the model has calculated the cost to the partnership of supporting individual families and a range of savings based on the number of presenting issues identified within the family at the time early help began offering support.
- 4.3 The average cost of successful intervention with families supported by the Early Help Service has been calculated as £4962, based on service costs and the number of families successfully supported (projection). Moving forward, this approach and unit cost can be used to evidence the benefit of investment in early intervention strategies but also to develop alternate funding models.
- 4.4 Benefits (prevention costs) have been calculated by using 'New Economy' (Manchester) unit costs for the six Troubled Families criteria. These have been applied for between two to six successful, sustained outcomes achieved. Using this model, benefits range between £6216 and £18,648 per family.

4.5 The projections will be refined during the coming months as the detailed family data and the impact and effectiveness of Conversations 4 Change are captured, moving the savings from a projection model to an increasingly accurate calculation based on family data and service performance. Using modelling alone, the estimated preventative costs for 2017/18 show that the service will return approximately £2.07 for every £1 invested in early help and deliver cost prevention in the order of £5,980,000.

5. Impact of the removal of funding

5.1 The impact of early help services is being seen in many areas and as we embed C4C the visibility and effectiveness of the Service - specifically in schools and Children's Centres -will continue to increase. What is clear is that there would be an inevitable negative impact on vulnerable families and universal settings if Schools Forum withdraws financial support at this stage. The Ofsted document '*Whose Responsibility*' outlines the system and emphasises the partnership responsibilities for delivering Early Help, and without DSG funding our maturing partnership approach and service delivery mechanisms will be weakened, with the effect of leaving education settings as the primary and potentially only provider of Tier 2 family support.

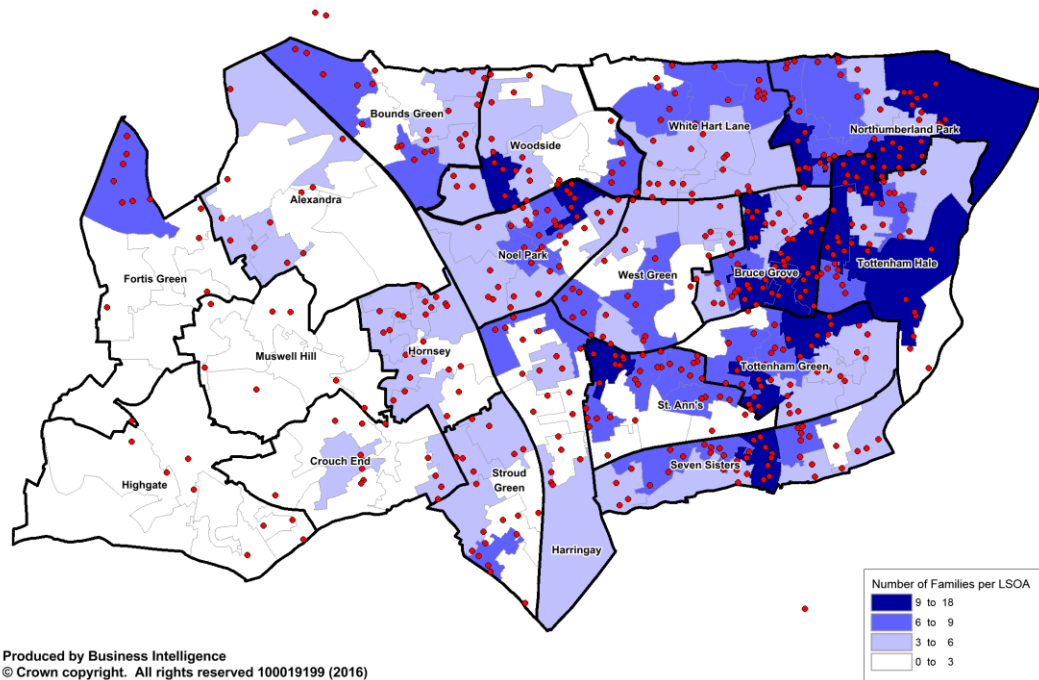
5.2 The Early Help Locality model is delivering school-based outcomes amongst a range of other positive indicators, which will strengthen families and help create greater family and community resilience. Without DSG funding however, a proportion of the resource currently supporting up to 1350 families in the next 12 months - many of whom have multiple and complex issues - would be reduced considerably. This would have the impact of increasing demand on universal providers and Children's Social Care, where the capacity to provide hands-on practical support in the family home, year round, simply does not exist.

5.3 Other funding models may enable individual schools or clusters of settings to employ additional Family Support Workers direct, but working collaboratively with the council enables the extended workforce to:

- work consistently towards the evidence-based family outcomes which have been agreed at the EH partnership Board and with the DCLG;
- access joint training to embed whole family working and the use of early help assessments to effectively understand need;
- record activity consistently to ensure OFSTED can track a child's journey;
- record all contacts via the SPA or the Mosaic system to ensure no child or family is hidden or gets lost in terms of responding to emerging and better understood needs;
- address many of the risks identified by Ofsted through the EH model and jointly funded approach.

5.4 Should Schools Forum withdraw DSG support for the Early Help Service, £350,000 funding will revert for distribution across all schools general fund. Using the Early Help financial model with successful family support costing on average just under £5000 each, would fund support for just 70 families through DSG allocation. The value and resource available to schools through continuing to fund the Early Help Service provides greater capacity and tangible support as a fully funded service for up to 1350 families over 12 months.

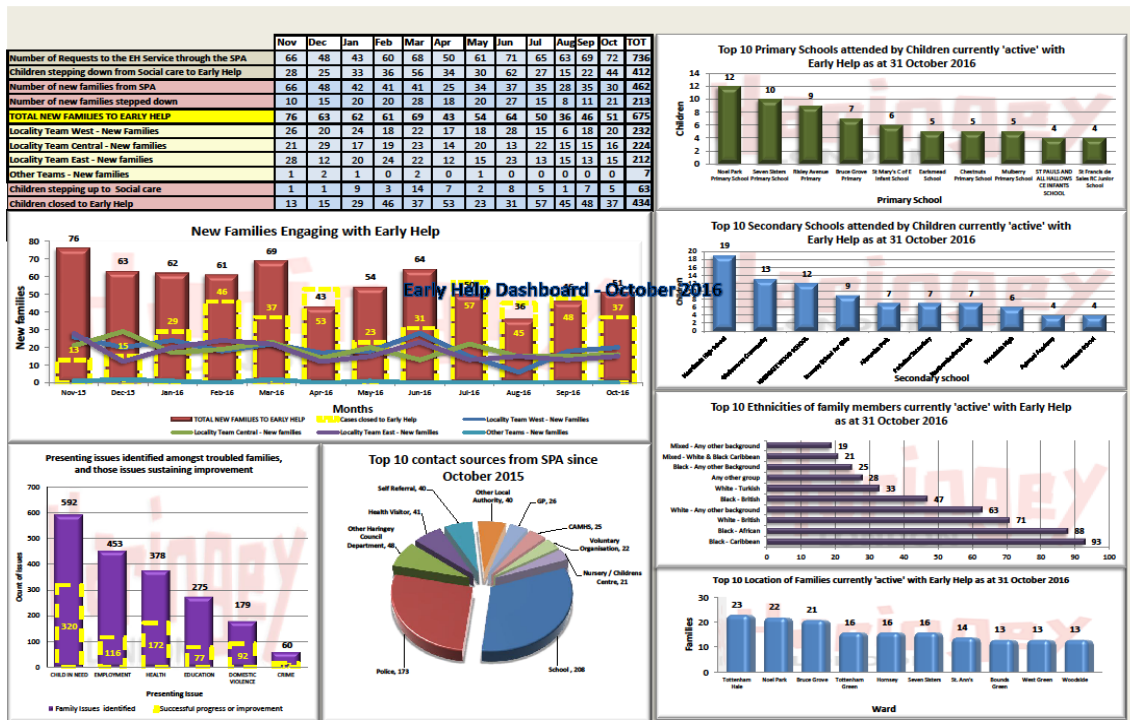
Location of Families Engaging with the Early Help Service between October 2015 to September 2016



6. Conclusion

- 6.1 Schools Forum has received summary details of how the DSG allocation has been used in 2016/17 and this report also provides updates on the recent, significant change to working practice, designed to create a more responsive and family focused service. The early evidence of impact seen to date has also been reported.
- 6.2 To build upon and extend the capacity and impact of the early help partnership, Schools Forum are invited to continue to support the Early Help Service through continued allocation of £0.35m DSG funding which, together with the £1m HNB, General Fund and DCLG monies, will ensure this new approach delivers meaningful impact and positive outcomes which are evidence-based and can be seen as well as felt in settings across the borough. The development of a 'Prevention through Partnership' delivery model will also contribute significantly to the creation of a sustainable early help approach which links core family support functions with broader, multi-agency prevention activity tailored and delivered to key stakeholders and audiences in settings which provide universal provision for children of all ages.

Appendix EH1. Early Help Service performance dashboard. November 2016



Appendix EH2 – Haringey Early Help cost calculator

Cost of Service v Cost Prevention indicators



Cost of Service Formula

$$\frac{\text{Total Cost of Service}}{\text{Case capacity}} = \text{Cost per case}$$

This gives you the average cost to Early Help of successfully working with a family irrespective of the number or complexity of the presenting need

So applying the formula.

$$\frac{\pounds 3,350,000}{1350} = \pounds 2,481$$

$$\text{Cost per case} \times \text{success rate} = \text{cost per successful case}$$

$$\pounds 2,481 \times 50\% = \pounds 4,962$$

cost per successful case

Cost Prevention Formula

$$\frac{\text{Total of Avg. cost prevention}}{\text{No. of needs being prevented}} = \text{Avg. Cost of preventing}$$

= Avg. cost prevented from working with the family.

Avg. cost of preventing = sum of TF presenting issues divided by 6

$$\frac{\pounds 18647}{6} = \pounds 3,108$$

Successful outcomes prevention savings:

- Family with 2 presenting needs = £6,216 (2 x £3108)
- Family with 3 presenting needs = £9,324
- Family with 4 presenting needs = £12,432
- Family with 5 presenting needs = £15,540
- Family with 6 presenting needs = £18,648

Total Families	No of needs	% presented	No. presenting	Success rate	Success Cases	prevented unit cost	Total prevented cost per case	Prevented cost per annum
1350	2	50%	675	50%	338	£3,108.00	£6,216.00	£2,097,900.00
1350	3	30%	405	50%	203	£3,108.00	£9,324.00	£1,888,110.00
1350	4	10%	135	50%	68	£3,108.00	£12,432.00	£839,160.00
1350	5	5%	68	50%	34	£3,108.00	£15,540.00	£524,475.00
1350	6	5%	68	50%	34	£3,108.00	£18,648.00	£629,370.00
			1350		675			£5,979,015.00
							Cost of Service	£3,350,000.00
							Net Cost Prevention	£2,629,015.00