

Support • Strengthen • Thrive

LEICESTER
**Children's
Trust**

2020 – 2023

Leicester's partnership strategy for providing
Early Help to children, young people and their families



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Foreword

This is Leicester's third Early Help strategy and it really shows the development of the city's approach and engagement with so many of our partner organisations.

The themes from our last strategy – Support • Strengthen • Thrive – remain our focus and are underpinned by the principles agreed across the partnership.

2019 saw a very comprehensive evaluation of our Early Help services. The report highlighted the success from the point of view of families engaged with Early Help and the Troubled Families programme. It also showed the needs of families and the areas we need to concentrate on improving. This self-assessment was wide-reaching across the partnership and has shaped the priorities set out in this new strategy.

I would like to thank all our staff and partners who work so hard to support so many of Leicester's families and look forward to seeing all that can be achieved in the coming years.

Sarah Russell

Cllr Sarah Russell

Deputy City Mayor (Social Care & Anti-Poverty)

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Summary

Throughout this strategy we refer to ‘Leicester’ or ‘Leicester city’. When we say this, we mean all organisations and services that work with children, young people and families across Leicester. This includes (but is not limited to) schools, early education providers, colleges, health services and commissioners, voluntary and community organisations, the police, probation services, the local authority and the Local Safeguarding Children’s Partnership.

‘Early Help’ means providing help for children, young people and families as soon as problems start to emerge or where it is likely that issues will impact negatively on children’s outcomes.

The purpose of this strategy is to present what we know about the need for Early Help, why it is important and what action will be taken to make progress. It is jointly produced and owned by all these services in partnership through Leicester’s Children’s Trust and sets out what Leicester is doing to ensure that children and their families get Early Help when they need it.

The strategy says:

- Effective Early Help relies upon local agencies working together to identify children and families who would benefit, assess their need and provide targeted services to meet the needs. (*Introduction, page 5*)
- We have agreed some clear principles that will help us to make sure our Early Help offer is responsive, easily understood and makes a positive difference to children. (*Introduction, page 5*)
- Early Help is important because there is clear evidence that it results in better outcomes for children. It also saves public money by reducing the need for expensive specialist services. (*National context, page 7*)
- We have evaluated Early Help across Leicester since publishing our last strategy (2016-2019) and have described the key findings and current assessed need in the city. (*Local context, page 8*)
- We have agreed what Early Help looks like in Leicester and have committed to delivering the partnership approach based on a number of important pledges. (*The Leicester approach and Partnership Pledges, page 12 & page 14*)
- Partner organisations have provided a range of examples of how Early Help is delivered within their organisations that support families in Leicester. (*The Leicester approach and Partnership Pledges, page 16 & page 17*)
- The delivery of the Early Help strategy is managed within and across partner organisations, with scrutiny and oversight provided by local and citywide partnership boards. (*Governance and Accountability, page 18*)
- We have agreed 11 priorities which the Early Help Strategic Partnership Board will focus on achieving over the life of this strategy, 2020-2023. Progress against these will be regularly reviewed by the Board. (*Priorities for the Early Help Strategic Partnership Board, page 20*)



Introduction

‘Early Help’ means providing help for children, young people and families as soon as problems start to emerge or where it is likely that issues will impact negatively on children’s outcomes. Early help services can also provide help for families when they are already involved with statutory and specialist services to support them to no longer require this level of involvement.

Effective Early Help relies upon local agencies working together to identify children and families who would benefit, assess their need and provide targeted services to meet the needs.

Leicester’s Early Help Strategic Partnership Board has outlined the following multi-agency partnership approach which will guide and support early help services delivered in Leicester:

- 1 Early Help is the shared responsibility of all agencies that work with families with children and young people of any age and at any time
- 2 Services providing early help should be responsive, flexible and focused on

safeguarding children and young people, improving family outcomes and promoting their health and wellbeing

- 3 Children and young people’s needs are best met when addressed in the context of the whole family, with agreement, as part of a holistic ‘team around the family response’
- 4 All children, young people and families have a right to receive high quality services that are appropriate to their needs and take their views and lived experience into account.
- 5 Where possible, children and young people should be supported in their local communities in universal settings, avoiding the need for specialist or statutory involvement
- 6 The workforce should be capable and confident, with organisations supporting staff to develop their skills and work collaboratively to provide support to children, young people and families
- 7 Services providing early help services should share information appropriately in order to improve services to reduce risks to children



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Our partnership objectives are based on our key themes of **Support, Strengthen and Thrive.**

Support

To target resources effectively to support children and their families as early as possible when problems arise

To monitor and measure the impact of the Early Help Assessment model through a shared commitment to robust quality assurance processes

Strengthen

To build on the strengths and capacity of families and communities to meet children's needs independently through universal services where possible

To prevent the need for referral to statutory services and thereby reduce the number of children requiring statutory support

Thrive

To support children to thrive by intervening to improve key protective factors that help build resilience

To support Leicester's Early Help model to thrive by improving service effectiveness through shared understanding and responsibility across partners



National Context

At the national level there have been a series of high profile and important reviews highlighting the need for Early Help for families and working to influence both policy and system design.

Reviews include:

- The Field Review on preventing generational poverty (2010)
- The Marmot health review (2008)
- The Allen review on intervening early in a child's life (2011)
- The Munro review of children's care services (2011)
- The Tickell review of early years (2011)
- Action for Children regarding local authorities' role in providing early help (2019).

All describe the need for preventative work and the early identification of needs and concerns in order to give children the best start in life, prevent problems from developing and help children and adults to reach their full potential. The 'Munro Review of Child Protection: Final Report A child-centred system' led by Professor Eileen Munro stated:

"The case for preventative and Early Help services is clear, both in the sense of offering help to children and families before any problems are apparent and in providing help when low level problems emerge. From the perspective of a child or young person, it is clearly better if they receive help before they have any, or only minor, adverse experiences."

The national reviews (backed up by Leicester's local evaluation) make a strong and evidence-based case for early help services, demonstrating that no agency can provide this support alone and that greater co-ordination and joint working across and within agencies is required.

In January 2011 Graham Allen's review 'Early Intervention: the next steps' was published. This report recommended that an independent Early Intervention Foundation (EIF) should be established. The EIF was established in 2013 and has been fulfilling the objectives of the roles outlined above over the last five years and has recently released its new strategy 2018 - 2023 that directs the EIF through the second five years of its life, further cementing the critical

role of early help. More recently one of the reports published 'Evaluating Early Help – A guide to evaluation of complex local early help systems' (March 2019) set out six principles for evaluating early help for children and families, which have informed the local evaluation report and the delivery of services including commissioning arrangements.

Web addresses for the various reports can be found in the 'References' section at the end of the strategy.



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Local Context

Within Leicester the national 'Troubled Families' (TF) agenda underpins Leicester's Early Help Strategy. The TF transformation programme is well aligned with Leicester's Early Help Assessment approach which encourages services to work in a new way for families with multiple problems, taking an integrated multi agency, 'whole family' approach that recognises and deals with their overlapping and interconnected problems and histories.

Funding from the programme, enabled a fundamental shift in public service delivery to ensure the provision of more effective early help and support for the most complex families through joined up local services. The intended longer-term pay-off is a reduction in the demand placed on costly reactive services to pick up the pieces when a family's problems are not gripped and addressed head on.

Continuation funding has been agreed to continue the programme into year 6 (2020-2021), but it is not known whether a new programme will replace the current arrangements **beyond 2021**

Leicester has produced its own self-assessment of the impact of Leicester's Early Help Model incorporating the Troubled Families programme (locally referred to as Positive Outcomes for Families) on the delivery of 'early help' services from a range of partners across Leicester City 'An evaluation of Leicester's Early Help Model', incorporating the Troubled Families Programme Evaluation Phase 2: 2015- 2019.

In Leicester we strongly believe that understanding need and demand is key to an effective and responsive early help offer –

"If you can predict it, you can prevent it".

The evaluation report collated a range of qualitative and quantitative data to understand the needs of families to inform future service delivery and commissioning. A summary of the needs of approximately 4,000 families supported are outlined on the next page.



Key Headlines: 'An evaluation of Leicester's Early Help Model' 2015-2019

68% with securing employment or getting engaged with education and/or training

10% with reducing their offending behaviour

43% of children and young people improving school attendance

28% with reducing the incidence and impact of domestic violence

39% addressing health problems (includes substance misuse and mental health)

57% need help with parenting, housing, managing debt and finances and developing resilience

Almost 50% of the cohort of families at case closure typically had three needs or more from the list above which they were supported with. Analysis of the data has been broken down into geographical areas to support community services to understand the demand in their local area and respond to this need, prioritising service delivery in key areas.

Other background information found that:

The average household size was
4.23 people

36.6% are lone parent families with an average of 2 children living in the household

8.3% of household members **are less than 5 years old**

Main carers tend to be **female** (60.2%), **be aged 20 - 34** (43.6%) and identify as **White British** (56.2%)

There are **families in every ward** who identify as a 'troubled family' and **need help**, **Western is the highest** with 11.1% (467), **Knighton is the lowest** with 1.5% (62)

The report found in summary that:

- the **experience for families** is **positive** and **outcomes are better**
- the **partnership workforce** is **more skilled** and **confident**
- **senior managers** are **committed** to a **shared response** but there is **more to be done collectively**
- there is a **robust approach to addressing worklessness**, but this is **not consistent** across the **partnership**

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Local Context

The Leicester Approach

In Leicester we know that our Early Help offer is only effective due to the excellent relationships and joint working we have in place with a range of local partners. We have a range of partners that are key to the delivery of early help services within the Positive Outcomes for Families programme.

The **Early Help Assessment Model** sets out the principles of how agencies will conduct a multi-agency team around the family approach within their own agency's structures and processes (refer to pledge 4 on page 12 for more detail).

Agencies define their own **Early Help Offer** within their own service remit and resources. Examples of how agencies deliver their offer are outlined from page 11 onwards.

Partnership Pledges

As part of Leicester's approach agencies have pledged support to the principles and delivery of Early Help in Leicester outlined in this strategy. We make the following commitments that confirm our contribution and our ongoing role in providing Early Help to children, young people and their families:

We will:

- 1 Identify a named lead for Safeguarding and Early Help
- 2 Ensure the workforce has the knowledge, skills and confidence to support families that need Early Help
- 3 Ensure families know where and how to access Early Help support
- 4 Adhere to the principles of Leicester's Early Help assessment approach
- 5 Evidence the impact of our Early Help work



Behind the Pledges



The Early Help Strategic Partnership Board (EHSPB) has undertaken an audit amongst its members as to the current ability of each organisation to meet each pledge. To help with this audit the following definitions were provided for each pledge with examples of what agencies have done to meet this pledge.

1 Identify a named lead for Safeguarding and Early Help

This person (or people) will be responsible for making decisions regarding Early Help as part of the safeguarding role. By naming a lead, it is important that all staff in the organisation understand that safeguarding remains the responsibility of every individual professional. Involving the Designated Lead does not pass on individual responsibility and accountability.

Example in practice: Leicestershire Police

Leicestershire Police has a Children and Young Person's strategy that identifies early intervention and prevention as one of the Police's priority areas of work for children and young people. Within the organisation we have an Early Help Lead at Superintendent level, who is an active member of the Early Help Strategic Partnership Board and works to

develop and drive forward partnership approaches to early help, for example:

- Work with the City Children & Young People's Justice Service to look at ways to provide support and interventions at an earlier stage to reduce offending and criminal behaviour.
- Working with the Violence Reduction Unit to take a public health approach to prevention
- Joint projects with youth services on issues such as tackling knife crime and delivering awareness campaigns in schools/academies.
- Work with residential children's homes on preventing Looked After Children becoming criminalised unnecessarily
- Development of safe information sharing approaches to ensure families receive the right support at the right time

2 Ensure the workforce has the knowledge, skills and confidence to support families that need Early Help

It is recognised that staff may need development to effectively support families that need early help. The Leicester Safeguarding Children Partnership training offer includes a range of training that will support staff to develop their knowledge, skills and confidence.



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Behind the Pledges



Example in practice: Turning Point

Turning Point has pledged to support families in need of Early Help interventions; as a team we have been on a journey in developing our understanding of the Early Help offer and how integral the work we do within substance misuse is in building resilience for our service users and their families to maximise opportunities for change.

Turning Point has achieved this with support from the Early Help and Prevention Service within the Council and LSCB colleagues who have worked with the service providing specific training such as 'what is early help' and 'LSCB thresholds and referrals'. We are currently planning some training on supporting families to think about their employment and training goals and aspirations.

This is an area of development for the team and we continue to strive to improve the support and outcomes for our local families.

3 Ensure families know where and how to access Early Help support

This means that where organisations directly provide support to families, they define and publish what that Early Help offer looks like to the families with which they work. It also means that signposting to other

support where appropriate is made available to the families they support.

Example in practice: Spinney Hill Primary School

Spinney Hills Primary School used the 'Early Help Schools Guide' to identify and define their Early Help offer and then published it on their website so that it is easily accessible to students, parents/carers and professionals.

The offer covers the support, activities and resource available to pupils and their families in relation to attendance, social, emotional and mental health needs, staying safe, supporting families, the local community and the curriculum. Examples include Homework Clubs, support to complete forms for financial support or housing, 'Bikeability' training, bereavement counselling, transition programmes for vulnerable pupils and personal attendance plans.

See the full offer on their website:

<https://www.spinneyhill.leicester.sch.uk/early-help-offer/>

4 Adhere to the principles of Leicester's Early Help Assessment model

An Early Help Assessment is defined as multi-agency support for children, young people and families where there are multiple issues, using a Team Around the



Family approach with an identified Lead Practitioner. Our approach is that early help assessments can be completed within an agency's own structure and processes as a Lead Professional/Practitioner adhering to the principles outlined below:

- Agreement from the family is gained
- There is a lead / key worker for the family that is recognised by the family and other professionals involved with the family
- An assessment has been completed that takes into account the needs of the whole family with an action plan in place that takes account of all (relevant) family members
- A focus on outcomes for children and their families
- A team around the family approach (whole family work) must be in place
- Regular review of the plan
- Management oversight must be in place

Example in practice: UAVA

UAVA works with families affected by domestic violence and abuse. In order to provide the most effective support we work with a range of agencies to ensure families receive the holistic support required to help them build the strength and resilience they need to move forwards.

Families are referred in via our helpline where **consent is sought** and **an initial assessment is undertaken** to ascertain which part of the agency can best support the family. Once **assigned to a service they are assigned a lead worker** who will **undertake a more in-depth assessment of the family's circumstances and needs**. They will meet with the family – one or both parents, as appropriate and all children. They will explore the issues facing the family and what they want to achieve. From this, **an action plan will be created with details of what outcomes are to be achieved**. This might include accessing packages of support for the children, work with the perpetrator, group work sessions or access to therapeutic services to address trauma. However, for the family to make real progress the action must also address the full range of issues facing the family, for example, money, school attendance, health and wellbeing. Staff within UAVA can offer basic support in relation to some of these common issues, but where specialist support is required, the relevant agencies will be brought in to ensure the **whole family's needs are being addressed**. **Progress is regularly reviewed** between the lead worker and the family and an outcomes star is used to measure this. **Each worker will receive management oversight of their work** to ensure the support is appropriate, progress is being maintained and that cases are closed at the appropriate time.



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Behind the Pledges



Once it appears that families outcomes have been achieved, an exit plan will be created, detailing where family can access additional support if required and any further 'self-help' actions that can be undertaken by the family. The case will then be closed with the 'door left open' should the family feel they need further support.

5 Evidence the impact of our Early Help work

This means that each organisation develops meaningful measures and puts a process in place which enables their staff to record and monitor how their Early Help work has contributed to improving outcomes for children, young people and families. How this system is designed will vary across organisations, but the pledge commits organisations to providing this information to the Early Help Strategic Partnership Board (EHSPB) in a format to be agreed by the partnership.

Example in practice: Leicester City Council Early Help and Prevention Service (EHP)

The city council's 'Early Help and Prevention Service' contribute to the Council's early help offer with services split over four areas:

- Children Centres and Family Support
- Youth Services

- Specialist Therapeutic Family Support
- Children & Young People Justice Service

Each service is focussed on improving health and wellbeing outcomes for children and young people and their families, parenting support and reducing offending behaviour. Case management systems ensure support for families aligns with the Early Help Principles, case work is oriented around achievement of positive outcomes for children and families and workers can record and monitor progress towards these so they can be clear on the impact of their work and the service as a whole can be clear on how it is contributing to improving outcomes for local families.

As a result of the audit of the partnership pledges, the actions identified by each agency in their self-assessment will be monitored by the EHSPB. This process is referenced in the overall action plan for the strategy.





There are many other partners engaged in providing families with early help, in particular schools, police and housing, who tend to be a key agency as part of the multi-agency whole family response rather than the lead agency.

Case holders for Leicester's Positive Outcomes for Families Programme

ADHD Solutions

Barnardo's (Young Carers)

Children Centres & Family Support

Children's Social Care

Children & Young People's Justice Service

Connexions

Disabled Children's Service

Education Welfare

Leicester Partnership Trust

MST, MST CAN and FFT (therapeutic family support)

Persons from Abroad Service

Probation

Turning Point (Substance Misuse)

UAVA (Domestic Abuse)

Youth Service



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Examples of how agencies offer Early Help



Barnardo's

Barnardo's CareFree Young Carers service is commissioned by Leicester City Council as part of the Early Help Strategy to provide statutory Young Carers Assessments. We have had a long-standing commitment to Early Help for Young Carers and their families. The service has two City Project Workers, Group workers, administration and management support to ensure families who are living with disability and ill health receive services that will reduce the impact of caring and can reach their goals and aspirations.

Barnardo's CareFree Young Carers Service works closely with partner agencies to support the Early Help Strategy. Examples of this include:

- Sharing information with partnership agencies
- Active membership of the Early Help Hub and MASP
- Acting as Lead Professional and ensuring case work aligns with the Early Help Principles
- Sharing data with the Positive Family Outcomes team to support monitoring of how early help work is contributing to improved outcomes for families

Leicester, Leicestershire and Rutland Clinical Commissioning Group

The Leicester, Leicestershire and Rutland Clinical Commissioning Group work in collaboration across health, the Local Authorities and voluntary and community sector (VCS), to deliver a system wide emotional, mental health and wellbeing offer; to meet the needs of all children and young people (CYP).

Through the pathway of care, early support and early help provides information and advice, online digital support and early intervention service. CYP can access a range of services through self-help and aligned referral mechanisms across the partnership. The offer for CYP needing higher level support includes services such as, CAMHS, Eating Disorders, Crisis & home treatment and Adverse Childhood Experiences (ACES). All services are aligned to all three local authority Early Help Services.

Furthermore, all services across the partnership work in collaboration with the new Triage & Navigation Service to ensure that health and Social Care needs can be met simultaneously, and the Active Provider network supports the collaborative partnership across health, VCS and social care.



Leicester Partnership Trust Healthy Together

School Nursing Service

School Nurses support schools to identify health and wellbeing issues through the provision of a Health and Wellbeing questionnaire that can be carried out with pupils in either years 7, 9 or 11. Completed questionnaires are triaged and support is offered if a red flag is triggered.

The questionnaires are then used to identify trends and any emerging themes are discussed with the school in order to formulate a public health agreement for the academic year. LPT's Healthy Together will also facilitate a health fair, targeting the vulnerabilities uncovered by the questionnaire, for example, exam stress or anxiety to support students to access the support they need.

Early Start Health Visiting Service

The Early Start Health Visiting Service provides targeted support to first time parents from the early stages of pregnancy who feel they would benefit from regular, consistent support from a specialist Early Start public health nurse (health visitor).

The programme aims to prepare for parenthood, giving families the skills and knowledge to overcome the challenges of parenting from pre-birth through to early childhood.

Adult Social Care Transitions Service

The Leicester City Joint Health, Social Care and Education Transitions Strategy sets the ambition that young people with additional care and support needs are supported to be independent in adult life and achieve positive outcomes in terms of employment; independent living; friends, relationships & community; and good health. The work seeks to make sure young people have a good experience as they leave children's services and become adults and

key to this is working to improve the process for entering adult's services. However, there is also an element of seeking to use enablement and therapeutic interventions to prevent the need for adult social care arising when a young person turns 18 by ensuring they have the skills they need to be more independent in adulthood. This early intervention to prevent need later is coordinated between health, social care and schools.



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Governance and Accountability



Governance

The governance and oversight of Leicester's Early Help Partnership Strategy recognises that the delivery of our offer is not the responsibility of a single agency but is owned by all partners that work with children, young people and families.

Governance is provided by Leicester's Children's Trust Board, via the Early Help Strategic Partnership Board (EHSPB). Scrutiny and challenge are provided by Leicester's Safeguarding Children Partnership. Membership of each of these Boards is broad and involves statutory, voluntary and community sector partners.

Organisations and services currently represented on the EHSPB include:

- UAVA (commissioned domestic violence support service provider)
- Leicestershire Police
- Leicestershire Partnership NHS Trust
- Leicester City Council (LCC) – Adult Social Care commissioning
- LCC – Domestic and Sexual Violence services commissioning
- LCC – Public Health – Drug and Alcohol services commissioning
- Turning Point (commissioned drug and alcohol support service provider)

- Barnardo's (commissioned young carer support service provider)
- LCC – Crime and Anti-Social Behaviour Unit
- LCC – Leicester Safeguarding Children Partnership
- LCC – Public Health – 0-19 Healthy Child programme commissioner
- Leicester College
- Leicester City Clinical Commissioning Group
- LCC – Troubled Families team
- Voluntary Action Leicestershire
- Department for Work and Pensions
- University Hospitals Leicester

Within the council's early help and prevention service, Leicester City is divided into 6 areas called clusters which are aligned with health services; each cluster has its own community-based partnership group of local agencies supporting work within its own locality. These are called 'Early Help Locality Partnership Boards' where groups of locality-based professionals, community members and service users meet regularly together to jointly plan and deliver early help services across the city. This includes providing localised oversight of the aims and objectives of the Positive Outcomes for Families programme and focusing upon how needs are met that are identified within the Families Outcomes Plan.



Performance Management

The Early Help Strategic Partnership Board receives reports and provides oversight of performance management information provided by partners who directly deliver Early Help.

The Early Help Strategic Partnership Board has developed a **'Families Outcomes Plan'** to help identify and address the needs of those families who have multiple and complex needs and details our local ambition to significantly and sustainably improve the lives of local families where:

1. Children have not been attending school
2. Parents and children have been involved in crime or anti-social behaviour
3. Adults are out of work or at risk of financial exclusion or Young People are at risk of worklessness
4. Parents and children have a range of health problems
5. Families are affected by domestic violence and abuse
6. Children need help: children of all ages, who need help, are identified as in need or are subject to a child protection plan

This plan underpins the implementation of this strategy and reflects local priorities and service transformation goals. As such, the plan is a living document and updated, with appropriate governance, to reflect changing priorities. Outcome measures have been determined evidencing sustained and significant progress which are reported on

quarterly to the Early Help Strategic Partnership Board. The six areas of the Families Outcome Plan with some more detail on the priorities for each, are set out in Appendix One.

The impact of Early Help work is not only monitored through performance management frameworks but also through a range of mechanisms whereby children, young people and their families participate in service design and provide feedback about their experiences of receiving services.

A maturity matrix has been developed to support the work of the strategy and assess the progress made by agencies towards 'maturity' within their early help model and offer.

The most recent self-assessment utilised a range of methods to gather contributions from across the partnership. This included focus groups, interviews, surveys and questionnaires from a range of stakeholders including families, frontline workers, managers of delivery services and senior managers with approximately 160 individuals contributing to the assessment.

A summary of the assessment criteria and ratings as assessed at February 2020 can be found in Appendix Two.



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Priorities for the Early Help Strategic Partnership Board

This section is not intended to set out a detailed action plan, but rather outline the areas of focus and key actions to be completed within the life of this strategy 2020-2023. These recommendations have been informed by local evaluation report of Leicester’s Early Help Model and are the responsibility of the Early Help Strategic Partnership Board to deliver against.

Progress against the actions will be reviewed by the Early Help Strategic Partnership Board at each business meeting and built into the agenda and meeting cycle. Due to the rapidly changing environment in which the Early Help and Troubled Families agenda is situated, the strategy will be refreshed by the Early Help Strategic Partnership Board annually (light touch) to ensure it is relevant and up to date.

	Priorities
1	Strategic leads to undertake a further review of the impact measures used to evidence the impact of early help provision to ascertain: <ul style="list-style-type: none"> • The extent to which these provide a meaningful measure of impact • How this is communicated and understood across the partnership • Profiling of predictors to inform targeting of resources • Identify gaps and ways of addressing these
2	Develop robust processes to ensure that children, young people and families views are collected on a regular basis to ensure families experience is at heart of service planning.
3	Ensure the partnership has a clear and consistent understanding of and shared ownership in delivering the Early Help Assessment Model alongside individual agency’s early help offers
4	Ensure the agencies signed up to deliver the Early Help Partnership Pledges undertake the actions their self- assessment identified
5	Develop a programme of shadowing/inter-agency working opportunities to support workers’ development and understanding of how other agencies work
6	Expand the current support offered to schools and develop a bespoke programme to increase the number of schools leading Early Help Assessments
7	Explore how we continue to retain a specialist worklessness resource alongside embedding this as a routine way of working within the multi-agency workforce
8	Overcome barriers to day to day information sharing between professionals
9	Develop performance systems across the partnership that are outcome focused
10	Ensure the maturity matrix self-assessment ratings are regularly reviewed and actions identified to improve these ratings
11	Explore using digital transformation processes to predict demand and need to inform commissioning, priorities and delivery of services.

References

Allen, G. (2011) "Early Intervention: the next steps", London: HM Government Cabinet Office
<http://www.dwp.gov.uk/docs/early-intervention-next-steps.pdf>

Field, F. (2010) "The Foundation Years: preventing poor children becoming poor adults - The report of the Independent Review on Poverty and Life Chances", HM Government

Marmot Review 2020 - 10 Years on -
<https://www.health.org.uk/publications/reports/the-marmot-review-10-years-on>

Munro, E. (2011) "Munro review of child protection: final report - a child-centred system", Department for Education, London: TSO

Tickell, C. (2011) "The Early Years: Foundations for life, health and learning", Department for Education, London: TSO
"Working Together to Safeguard Children" (2018), London: HM Government

'An evaluation of Leicester's Early Help Model' report: www.leicester.gov.uk/earlyhelp

Useful links

Action for Children: Early intervention – where now for local authorities

Early Intervention Foundation – Reports

Early Intervention Foundation – Evaluating early help:
A guide to evaluation of complex local early help systems

Appendix One

Families Outcomes Plan (FOP)

As the FOP is regularly reviewed and updated refer to
<https://www.leicester.gov.uk/health-and-social-care/support-for-children-and-young-people/early-help/>



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Appendix Two



The Early Help Service Transformation Matrix – Summary of Assessment Criteria and Self-Assessment Ratings February 2020

Possible ratings: Early, Developing, Maturing or Mature

The Troubled Families Programme’s ambition is to achieve significant and sustained progress with up to 400,000 families with multiple, high-cost problems by 2020. Reaching this goal requires a fundamental shift in public service delivery to ensure the provision of more effective early help and support for the most complex families through joined up local services.

This programme encourages and incentivises services to work in a new way for families with multiple problems, taking an integrated, ‘whole family’ approach that recognises and deals with their overlapping and interconnected problems and histories.

Transforming services means there should no longer be a host of unconnected services and professionals circling a family with their own assessments, thresholds, appointments and measures. The knock-on effect of this should be a reduction in the demand placed on costly reactive services to pick up the pieces when a family’s problems aren’t gripped and addressed head on. Local

authorities and their partners delivering the Troubled Families Programme have been given funding and support to embed this new way of working by the time the programme comes to an end in 2020, including a dedicated Service Transformation Grant.

Service transformation is such a vital part of the Troubled Families Programme that every local authority and its partners are expected to undertake a robust assessment of current progress, determine next steps needed to drive that progress forward and publish their self-assessment and action plan on an annual basis.





Strand	Scope	Self-Assessment Rating
<p>The Families' Experience of Transformed Services</p>	<ul style="list-style-type: none"> • The extent to which services are integrated around families – and having one person focusing on the family rather than several (one worker) • A recognition from services that individuals are operating in the context of a family and so need to be dealt with as such (one family). • Clarity of focus across all relevant services on what the family needs to change and a common endeavour around families (one plan). 	<p>Maturing</p>
<p>Leadership</p>	<ul style="list-style-type: none"> • Focus on services that best meet local need • Commitment from leaders across partners to outcome-focussed, whole family working, which may include collaborative commissioning processes and shared or pooled budget arrangements • Understanding of demand management, using evidence and analysis to anticipate and manage future demand locally • Appreciation of links to wider local and national transformation programmes, including adult social care and health integration and reform of children's services 	<p>Maturing</p>
<p>Strategy</p>	<p>Strategic commitment by all local partners to:</p> <ul style="list-style-type: none"> • Deliver integrated family-focussed, outcome-based services; • Commission services based on sound evidence of what works, working collaboratively with partners and service users on service design and delivery; • Prioritise and commission services that manage future demand using data to measure and forecast demand on services; and • Use cost-benefit analysis to understand the effectiveness of local services and act on the results. 	<p>Maturing</p>

Support • Strengthen • Thrive

Appendix

Strand	Scope	Self-Assessment Rating
Culture	<ul style="list-style-type: none"> Principles that underpin meaningful system and cultural change, communicated clearly across partners and to the community in a way that is accessible and meaningful Staff taking personal responsibility and ownership to ensure they work across boundaries to support families effectively 	Maturing
Workforce Development	<ul style="list-style-type: none"> Understanding of the principles of family working (family intervention factors) – a focus on a whole family assessment and family plan and an understanding of the impact of their work Access to the right training at the right time Ability to use sound evidence-based, outcome-focussed practice and learning from their own experience as well as from peers Staff supported by appropriate organisational structures with sound governance arrangements alongside supervision arrangements, performance monitoring and promotion opportunities Cross-partner workforce training plans and commitment to shared resources 	Mature
Delivery Structure and Processes	<ul style="list-style-type: none"> Commitment by partners to deliver integrated working structures with sound evidence-based practice in place Shared ambitions for outcomes for families, using the local Troubled Families Outcome Plan Delivery structures that enable staff from different disciplines to work together to shared priorities and outcomes High-quality whole family assessments in a shared format across partners Agreed data sharing protocols supported at strategic and operational level Shared data systems enabling identification and prioritisation of families needing help, monitoring of family progress and outcomes and cost benefit analysis of interventions 	Developing / Maturing