APPENDIX C

Journey to Excellence – Early Help Summary

1. **Introduction**

Children’s Services is leading a programme of change with key partners to ensure we have *a shared approach to strengths, safety and stability*. The programme will improve outcomes and provide financial savings over time. The programme will deliver the following work streams:

- **Developing an integrated Early Help offer across all key agencies.** This will include roll out of Signs of Safety across the children’s partnership. Signs of Safety is a practice tool to identify strengths, risks and clear action plans with families. It provides an assertive and shared approach to assessing needs which has worked well in other Local Authorities to reduce demand and improve outcomes for children and young people.
- **Early Help Offer**
  - Bradford’s Children’s Services and Safeguarding Board are required to have an Early Help offer to the public which will deliver improved outcomes to families.
  - Early Help forms part of Children’s Services Ofsted inspection framework.
  - Bradford’s existing Early Help offer is not robust. It is a mixture of discrete services which deliver a range of services without clear focus, vision, ownership or performance framework.
  - Limited focus on motivating families into training & work therefore helping the family move out of poverty
  - The lack of a clear Early Help offer has led to duplication, frustration and poor outcomes for families.

2. **Key Challenges**

Bradford’s existing Early Help strategy 2013-2014 is outdated and lacks vision and commitment to achieving improved outcomes for families. There are good examples of positive work being undertaken but it is not systematic and not delivering the outcomes.

There is no clear access to Early Help for professionals and the public. There is confusion amongst staff about accessing services and tensions around threshold of need. This results in multiple assessments, a culture of referring families onto to other services, and families not receiving the help they need until they are at crisis point. As a result there are many repeat calls for services.

As a consequence of the above the pressure appears at the acute end of Children’s services with high demands on Specialist Services and increasingly complex families which require a high level of intervention.
This acute pressure places high financial burdens on what the Early Intervention Foundation calls 'late intervention' advocating smarter investment in 'Early intervention' which resolves problems and reduces the demand for high cost ‘Late interventions’

3. **What Bradford needs**

A clear Multi agency Early Help framework and offer which underpins and compliments existing strategies and delivery plans that will deliver improved outcomes through a whole system change. This will build on the work in the district on ‘Think Family’ Families First and the Better Start programme.

This has to be a **Bradford Obsession – one message**

‘Early Help is everyone’s business & it will deliver improved outcomes for families.’

The Early Help framework needs to operate for 3-5 years to have **time and stability** to deliver the expected outcomes which will start to be achieved in year 2 of its operational life.

**Multi agency** –a real opportunity to align service delivery and reduce repeat calls for services & duplication across agencies.

**Whole family approach incorporating ‘the Directors 5 questions’** Learning from the lessons from the Families First programme Bradford Early Help needs to adopt a whole family approach which for many staff may involve working in a different way supporting the needs of the whole family.

Strong focus on **helping families move out of poverty and** off benefits into training & work. For those who are not job ready then support to be given for them to tackle the barriers to work including building self esteem through being active in their local community.

**Promoting self sufficiency** by families by providing effective & localised response to their needs. Getting it right first time to reduce repeat referrals and clear pathways for the families to seek self solutions to future difficulties.

**Early Help gateway** for access to services open to the public and staff

A priority is to develop a **Targeted Early Help response** to the 25,000 families a year who are referred to social care and do not meet the child protection threshold.

**Commissioning** across the district to be focused on supporting Early Help

**Performance framework** to be established which underpins Early Help and monitors impact and outcomes

**Workforce development programme** which promotes & supports the skills of staff to deliver Early Help services
5. **Principles**

Our early help approach is based on a set of principles:

5.1 **Early Help is Everyone’s responsibility**
The role of all services working with children, young people and families is to ensure their life chances are maximised especially those who are potentially disadvantaged.

5.2 **Wherever possible all children and families’ needs will be met by Universal Services / Early Help**
Universal services have a role to act early and appropriately preventing escalation to complex and specialist services, staying involved even if additional support is needed.

5.3 **Children and families are recognised as key partners**
The voluntary engagement of the family and the child, and listening to their views is central to defining and shaping the solutions to the problems they face. All services will use a strength based approach to build resilience, independence and removing reliance on support services with a strong family focus to work ‘with’ and not ‘to’ in order to build community and family capacity to help themselves.

5.4 **Ensuring that the welfare of children and young people is the main priority**
Services will safeguard and promote the health and wellbeing of children and young people and operate within the right service, right time framework.

5.5 **All services to work in a whole family approach to deliver early help**
This will include effective information sharing between professionals and recognising how individual problems within families can impact on the whole family.

5.6 **Early help resources will be deployed based on an understanding of the needs of children, young people and families**

5.7 **Services will be commissioned and delivered to maximise our multi agency resources using evidence based approaches with strong performance management of positive impact and best value.**

6. **Bradford’s Early Help**

Early help may occur at any point in a child or young person’s life, from childhood to adolescence, and includes both interventions early in life as well as interventions early in the development of a problem. We seek to offer support as early as possible to help families solve problems or to reduce the impact of problems that have already emerged.
The Early Help Offer includes provision from Universal, Early help and Targeted services-Families First to reduce or prevent specific problems from escalating or becoming entrenched.

Bradford is keen to build on the lessons from phase 1 of its Families First programme (part of the national troubled families programme).

Phase 2 of the programme aligns well with Bradford’s emerging Early Help both in terms of its outcomes but the need to extend a whole family approach to 6,000 families by 2020. Therefore in order to secure the additional government allocation of funding for Bradford, embedding Families First into the Early Help offer would both support Early Help, improve outcomes for families and achieve the Families First payment by result outcomes.

**Bradford Early Help**

**Early Help- Everybody's business delivering improved family outcomes**

<table>
<thead>
<tr>
<th>Tier 1</th>
<th>Tier 2</th>
<th>Tier 3</th>
<th>Tier 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>UNIVERSAL &amp; EARLY HELP</td>
<td>TARGETED EARLY HELP FAMILIES FIRST</td>
<td>TARGETED EARLY HELP FAMILIES FIRST</td>
<td>CHILD PROTECTION LOOKED AFTER CHILDREN</td>
</tr>
<tr>
<td>NEW</td>
<td>NEW</td>
<td>NEW</td>
<td>NEW</td>
</tr>
<tr>
<td>Multi agency approach to early help</td>
<td>Multi agency approach to Targeted Early Help</td>
<td>Multi agency approach to Targeted Early Help</td>
<td>Clear step down process</td>
</tr>
<tr>
<td>Early Help assessment</td>
<td>Co-located Early Help access point for public &amp; staff</td>
<td>Co-located Early Help access point for public &amp; staff</td>
<td>Signs of safety assessment process</td>
</tr>
<tr>
<td>Whole family approach - Directors 5 questions</td>
<td>Targeted Early Help assessment linked to signs of safety</td>
<td>Risk based approach based on repeat contacts</td>
<td></td>
</tr>
<tr>
<td>Early response to problems</td>
<td>Range of interventions focused on need delivered in locality setting</td>
<td>Assertive outreach for high risk non engaging families</td>
<td></td>
</tr>
<tr>
<td>Reduce repeat referrals</td>
<td>Strengthen family resilience to reduce repeat referrals</td>
<td>Early Help assessment linked to Signs of Safety</td>
<td></td>
</tr>
<tr>
<td>Build resilience for families in local areas</td>
<td>Families First support into training &amp; work out of poverty</td>
<td>Range of interventions focused on need delivered in localities</td>
<td></td>
</tr>
<tr>
<td>Support families out of poverty into training &amp; work</td>
<td>Performance contributing to Families First outcome plan</td>
<td>Strengthen family resilience to reduce repeat referrals</td>
<td></td>
</tr>
<tr>
<td>Clear step up entry point into Targeted Early Help</td>
<td>Clear step up &amp; down process</td>
<td>Families First support into training &amp; work out of poverty</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Performance contributing to Families First outcome plan</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Clear step up &amp; down process</td>
<td></td>
</tr>
</tbody>
</table>
7. ‘Directors 5 questions’

A simplified whole family approach for staff at tier 1 Universal /Early Help and to be incorporated into staff training and Early Help assessment.

**Improving outcomes for families-Directors 5 questions ?**

<table>
<thead>
<tr>
<th>Question</th>
<th>Health-safeguarding</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.1. What are priorities for the family?</td>
<td>Q.2 Are there any health/Safeguarding issues for the family? i.e. Are the family registered with GP – Dentist Or have they missed any appointments i.e Speech and language</td>
<td>Offer advice –support Monitor Seek specialist help if required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Education</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.3 Are all the children attending school? Do the family have any concerns about their child’s education</td>
<td></td>
<td>Offer advice–support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor Seek specialist help if required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Crime/asbo</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.4 Are any of the family involved in crime and anti social behavior? Do the family have any concerns about its impact on the local community</td>
<td></td>
<td>Offer advice–support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monitor Seek specialist help if required</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Question</th>
<th>Support Families on benefits out of poverty into training and work.</th>
<th>Actions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.5 Do adults in family want help into work?</td>
<td>Offer advice and support into training and work</td>
<td>Consider volunteering</td>
</tr>
</tbody>
</table>

8. Model of Delivery

Our strategy is to provide an easy to access offer of support that meets a variety of need at different levels and that is delivered locally and that promotes self-help.

What this means in practice is:

- Clear expectations around universal /Early Help to families at tier 1
- Clear and Effective Pathways for assessing need
- Clear Early Help gateway covering the District
- Localised response to Targeted Early Help Families First
- Track Families at risk and those who fail to take up targeted early services
9. Early Help level of demand

Early Help gateway would process approx 36,000 calls for service a year approx 3,000 per month. The detail of this demand is outlined below :-

Social Care                          25,000 (existing Social Care )
Family Information Service    5,200 (existing Family Information Service)
New                                      5,200  (est on Salford’s figs adjusted pop )
Step down (from s/c)              832  (as above est)

Annual Total                         36,232
Monthly total                           3020

Monthly flow
600 families do not follow through    (20%)
600 families advice/signposting Universal/Early Help (20%)
600 families advised to be dealt with by universal/Early Help services (20%)
300 families already have a worker who will work with the family in whole family way (10%)
150 families require assertive outreach Targeted Early Help –Families First tier 3 (10%)
Targeted Early Help Families first tier 2/3 monthly needing intervention 1070

<table>
<thead>
<tr>
<th>Early Help issue</th>
<th>Early Help response</th>
<th>Aim /impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic violence - police notifications to social care of incidents of domestic violence where a child was present approx 5,000 a year</td>
<td>Opportunity to attend ‘keeping my family safe’ course (once a week for 4 weeks monthly in each constituency)</td>
<td><strong>Aim</strong> to reinforce with parents damage caused by domestic violence behaviour&lt;br&gt;<strong>Impact</strong> reduce repeat incidents of domestic violence</td>
</tr>
<tr>
<td>Conduct disorder and parental concerns/challenges raising teenagers</td>
<td>Opportunity to attend Parenting course (once a week for 8 weeks to be run monthly in each constituency)</td>
<td><strong>Aim</strong> to develop parenting skills and resilience.&lt;br&gt;<strong>Impact</strong> reduce repeat incidents of concern and reduce calls for service</td>
</tr>
<tr>
<td>Divorce /separation child care disputes resulting in calls for service</td>
<td>Opportunity to attend ‘working together to raise happy children family meetings’ (3 a week in each constituency )</td>
<td><strong>Aim</strong> to improve child care and reduce tensions in families which often result in incidents of domestic violence /breach of peace. <strong>Impact</strong> reduce repeat incidents of concern and reduce calls for service</td>
</tr>
<tr>
<td>Child violence against parents</td>
<td>Opportunity to attend ‘Enough is Enough’ course to help parents &amp; young people tackle this issue (weekly for 8 weeks once a month across district</td>
<td><strong>Aim</strong> to reduce violence in the home <strong>Impact</strong> reduce incidents of violence, reduce police calls out and family breakdown.</td>
</tr>
<tr>
<td>Request for an Early Help service which doesn’t fit with above designated intervention</td>
<td>Early Help hubs –drop in centres where families can attend to talk and seek advice from a member of staff and who if needed could support them to resolve issue by up to 4 additional contacts.&lt;br&gt;Staff could recommend access to designated provision above or to the multi agency Early Help clinics. (2 a week in each constituency)</td>
<td><strong>Aim</strong> to develop parenting skills and resilience.&lt;br&gt;<strong>Impact</strong> to reduce repeat incidents concern, reduce calls for service especially police calls out and breach of peace.</td>
</tr>
</tbody>
</table>
Request for an Early Help service which doesn’t fit with above designated intervention which is immediately identified as more complex

Early Help clinic - Multi agency (2 a month in each constituency)

**Aim** to address the family problems and family action plan to resolve problems

**Impact** to reduce repeat incidents concern, reduce calls for service

10. **Early Help who would be involved**

Children’s   Early Years
Children’s Centres
Specialist Services

All non Child Protection/looked after children would have a role to play in contributing to Early Help

Adult Services   Whole family approach
Domestic Violence

Public Health   Healthy lives prevention agenda
Youth Service

Neighbourhood Services   Health community
Police

Partner Agencies   Probation

Social Housing   Incommunities

Dept of Work & Pensions   Job Centre Plus

Schools
VCS
Private Companies

11. **Governance**

The work will be overseen by the Early Help partnership board and reports to Children’s Trust Board and Bradford safeguarding board. We will provide regular updates and progress reports.

12. **Outcomes and Financial Benefits**

**Sandwell** who adopted such an approach achieved within a short timeframe (6 months of implementation)

*Child in Need*  40% reduction by transferring this work to Early Help

*Referrals to Social Care* 50% reductions to entering social care

*Child Protection* 50% reduction in section 47 enquiries and reduction in Child Protection plans

*Looked after* 10% reduction in looked after children

*Early Help* increase in activity by 70%
Bradford to aim to achieve similar results & improved outcomes for families (this is draft list)

- Improvements in access to health services
- Reductions in incidents of domestic violence
- Reductions in crime & anti social behaviour
- Improvements in school attendance
- Families moving out of poverty into training and work
- Reducing demands on social care front door and high cost for tier 4 services
- Reducing levels of demands at tiers2/3 and building resilience in families
- Reducing repeat calls for services
- Early Help to contribute to budget savings by reduced calls for services

PAUL OHARA
Families First Manager
20th October 2015