

## Appendix 2 – The Effectiveness of Early Help to Promote Positive Outcomes for Families

RECOMMENDATIONS	UPDATES
<p><b>RECOMMENDATION 1</b></p> <p><b>a) That officers further develop partnership working in order to ensure effective delivery of early intervention and prevention services to promote positive outcomes for families. In particular, this would be achieved through:</b></p> <p><b>i. Developing the use and sharing of data and intelligence required for effective service delivery, so that individuals, families and communities in need of early support are identified and supported.</b></p> <p><b>ii. Identifying how the effectiveness of partnership and</b></p>	<p>Early Intervention, Prevention, Special Educational Needs and Disabilities Services is now an established service area within the Children and Young People's Service area of the Social Care directorate.</p> <p>The Service discharges its business through the following division of service:</p> <ul style="list-style-type: none"> <li>· Child and Family Development Services;</li> <li>· Youth Offending and Adolescent Development Services;</li> <li>· Early Help Services; and</li> <li>· Special Education needs and Disabilities (SEND) Services.</li> </ul> <p>The Service continues to meet the 'early help' needs of children, young people and families. In its inspection of local authority children's services, undertaken in April 2018, Ofsted found that "children and their families benefit from a good early help offer and have access to a broad range of preventive and targeted services". The experiences and progress of children in need of help and protection were judged as 'good' within and overall inspection outcome judgment of 'good'.</p> <p>The information in this report responses to the request to provide a further service update to the one provided in March 2018. The updates are set against the</p>

	<p><b>collaborative working can be enhanced.</b></p>	<p>recommendations arising from the Major Review regarding the Effectiveness of Early Help to Promote Positive Outcomes for Families.</p> <p>Officers continue to develop partnership working arrangements to ensure the effective delivery of early intervention and prevention. As reported in previous updates, good use is made of existing partnership, including the Local Safeguarding Children Board, the Youth Justice Strategic Partnership Board and the Special Educational Needs and Disabilities Strategy Group with other partnerships being developed as required, such as the Troubled Families Leadership Group.</p> <p>Partnership work involving the sharing of data and intelligence continues to be enhanced in support of effective collaborative working so that those in need of 'early help' can be identified and supported. The following two examples serve to illustrate recent developments in addition to those previously reported upon:</p> <p><b>Troubled Families</b> Partnership working and use of data and intelligence to identify and support 'troubled families'.</p> <p>A multi-agency troubled families leadership team has been established to enhance the identification of, and targeted support for families experiencing multiple challenges which may include financial difficulties, issues with ensuring children in the family attend school and family problems resulting in statutory social care intervention. Over 2,000 families have been identified for targeted support under the auspices of the troubled families programme. To date, 736 have been achieved significant and sustained change in their circumstances as a consequence of partners sharing data and intelligence in order to collectively meet identified need.</p>
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### **The Axis Project**

Partnership working and use of data and intelligence to identify and support children and young people at risk through the Axis Project (Overseen by the Youth Justice strategic Partnership Board which reports to the Safer Hillingdon Partnership Board).

Axis comprised of two main functional areas. The Youth Crime Network Practitioner actively collates, organises and interrogates information pertaining to young people's behaviours, associations and the locations in which they are operating provided by a range of sources. The information is triangulated against the AXIS database and statutory recording systems and young people at risk are identified.

The Office for Data Analytics (ODA) have funded the procurement and development of cloud based visual analytics that linked with the Axis database, the provision of which significantly enhances partner ability to interrogate data and exploit created opportunities for advanced analytical analysis including predictive forecasting.

Information obtained about a young person of concern is shared with the Youth Offending Service (YOS) and Children's Social Care (CSC) and used to inform their assessments and risk management planning.

Non CSC/YOS clients are assessed by the AXIS Case Practitioners and intervention plans developed for 12-16 weeks with a focus on long term sustainable interaction with community based services for the young person and family.

Of the 61 young people were worked with by AXIS in the period 1.10.17 - 31.8.18, none were subsequently referred to either the YOS or CSC.

		<p>Data is currently being used to inform targeted service responses. Examples include the deployment of the Council's Detached Youth Work Mobile Bus. Intelligence may also be used to inform wider partnership activity including police tasking.</p> <p>The 'AXIS Bulletin' is distributed electronically on a monthly basis to professionals at all levels across the partnership to increase awareness on key patterns, trends, themes.</p>
	<p><b>RECOMMENDATION 2</b>  <b>b) That officers further investigate how the early help offer can be effectively promoted to families and professionals, with a particular focus on digital promotion.</b></p>	<p>Services which support families in needs of early help continue to be communicated through the Council's Connect to Support website <a href="http://www.connecttosupporthillington.org">www.connecttosupporthillington.org</a>. In addition to providing information to both families and professionals with regard to services and resources, the site also incorporates the Local Offer for children and Young People with SEND. The site has now been in place for over a year, and website analytics are being used to refine the search facility and make it more intuitive. Recent co-production work carried out with children, young people and parent/carers regarding the overall effectiveness of the website in finding local support services, is being used to develop and improve the site going forwards. Additionally, the website is now mobile responsive.</p> <p>Work is ongoing to rationalise the number of pages on the Council's website and improve navigation and ease of access to information for residents. This includes the Early Help Offer as it relates to children's centres, early years education and care and the wider Early Help services.</p> <p>Further examples of development of digital promotion of early help services includes Children's Centres working in partnership with health and midwifery services to</p>

		<p>promote the use of 2 different apps for parents-to-be that provide a range of information to parents in the prenatal and postnatal stages of the birth of their child; 'Baby Buddy' and 'Mum&amp;Baby'. The Mum&amp;Baby app has been developed by North West London Maternity Services and provides local information regarding the range of support services available for parents throughout their maternity care and in the early days of their child's birth, including the children's centres that deliver antenatal and postnatal groups.</p> <p>Collaboration on specific marketing projects, such as the promotion of Council-run Early Years Centres are ongoing, and use of social media platforms to promote services to families via the Families Information Service remains a core function of the Service.</p>
	<p><b>RECOMMENDATION 2</b>  <b>c) Within existing resources, consideration be given as to whether funding that Children's Centres and the Key Working Service receive should be dependent on local levels of need or whether funding should be allocated universally.</b></p>	<p>As previously reported, consideration was given to resource allocation aligned to local levels of need. It was determined that a flexible and universal approach of resource management and deployment best enables targeted services to be offered in response to presenting needs.</p> <p>The new locality model for children's centres is now fully established. It has seen the introduction of a service delivery model designed to lead, coordinate and deliver services based on, and in response to an understanding of local need. The model is now delivering family support services to 5 distinct localities with local needs assessment informing the provision of services.</p> <p>The Key-working Service continues to provide a flexible and response service to families in need of early help, with the service resourced to provide support in response to individual family need as opposed to being limited to given localities.</p>

<p><b>RECOMMENDATION 2</b>  <b>d) That officers seek to ensure that principles and best practice in relation to the provision of early help are embedded through the provision of training and development to early intervention staff and practitioners.</b></p>	<p>The principles of early help continue to be embedded via the Early Help Assessment (EHA) and Team Around the Family (TAF) training programme, which is part of the wider Local Safeguarding Children Board (LSCB) training offer. The programme is delivered at times that best suit targeted participants with twilight sessions offered to schools. Bespoke training is also offered on a commissioned basis in addition to the variety of training as required and is delivered by the Early Intervention Officer in the Key-working Service division. Advice and guidance is also offered to agencies when they call into the team seeking advice regarding EHA and TAF.</p> <p>The EHA and TAF training and processes are continually promoted via the LSCB school safeguarding clusters, which are held termly, and the LSCB newsletter. The Early Intervention Officer is also based in the MASH/Triage every afternoon, to advise social workers on the suitability of Early Help and step down TAF meetings.</p> <p>To date, for the period 18/19 approximately 180 individuals have received either formal training or information via meetings or training. With training sessions that are already booked, it is anticipated that by the end of March 2019, a total of 250 practitioners will have received training.</p> <p>Agencies attending these sessions are schools, health and children's centres. The Early Intervention Officer attends a range of agency meetings team meetings across the partnership. In these meetings the EHA and TAF processes are promoted along with the wider Early Intervention and Prevention Service offer.</p>
<p><b>RECOMMENDATION 2</b>  <b>e) That an assessment of the development and implementation of the new services be undertaken</b></p>	<p>An assessment of the development and implementation of the new services was provided to members via previous updates and most recently in February 2018. The following information services a further service development and implementation update. It should be noted that services for children and young people with Special</p>

**once the changes have become embedded, with consideration given to a progress report to the Cabinet Member and the Policy Overview Committee's meeting towards the end of 2016. If considered appropriate, this could be followed by regular progress reports to the Committee.**

Educational Needs and disabilities (SEND) were incorporated within Early Intervention and Prevention Services June 2017.

The new service deliver model for early intervention, prevention and SEND has been implemented within 4 divisions of services.

**Child and Family Development Services:** Operational services as follows:

**Families' Information Service:** delivering information, advice and assistance to families of children and young people up to age of 20 (25 if the young person has a disability). Securing sufficient childcare for children aged 0 -14, with a particular focus on disadvantaged two year olds and for three year and four year olds including up to 30 hours free childcare. Providing childcare funding for vulnerable families. Implementing the Local Offer for children and young people with special educational needs or a disability.

**Health Visiting Services** (Externally commissioned 0 -5 component of the Healthy Child Programme): Supporting families before new babies arrive, in the early weeks following birth and during the early years by providing a range of services including antenatal visits, health reviews, parenting support and child health drop-in clinics;

**School Nursing Services** (Externally commissioned 5 - 19 component of the Health Child Programme): School health nurses work in partnership with parents, school staff, GPs, health visitors, and other agencies to protect children from serious disease, through screening and immunisation, reduce childhood obesity by promoting healthy eating and physical activity and identify health issues early, so support can be provided in a timely manner;

**Special Educational Needs and Disabilities Information and Advice Services (SENDIASS):** providing impartial, confidential and accessible information, advice and support for parents of children and young people with SEN or disabilities, about education, health and social care; and

**Early Years Centre provision:** Providing early learning and children care services via Nestles Avenue, Uxbridge and South Ruislip Early Years Centres.

The division is led by a Head of Service working in collaboration with colleagues in social care and more broadly to ensure children get the best start in life and families are provided with early help where required to enable this outcome to be achieved. All services in this division have been established and are fully operational.

**Youth Offending and Adolescent Development Services.** Operational services are as follows:

**Youth Offending Services:** meeting the needs of young people who have come to the attention of criminal justice agencies by delivering intervention and tracking services with a view to reducing the likelihood of further offending behaviour; and

**Targeted Programmes:** Meeting the needs of families by securing and providing targeted programmes of developmental activity that enable family members to develop and use enhanced personal and social capabilities in their lives, to support their progression and attainment and reduce their risk of experiencing negative outcomes;

The division is led by a Head of Service working in collaboration with colleagues in social care and more broadly to ensure children and young people make a positive transition through childhood and adolescence into adulthood and that families are provided with early help where required to enable this outcome to be achieved. All services have been established and are fully operational.

**Early Help Services:** Operational services are as follows

**Key-working Services:** Meeting the needs of families by providing integrated 1-1 support and challenge to enable them to overcome problems including those identified within the terms of the Troubled Families programme, those concerned with school absence and non participation in education, employment and training;

**Early Support Services:** providing a range of services that work in partnership with parent/carers in order to build strength and resilience and to increase the chances that disabled children, young people and their families are able to live 'ordinary' lives; and

**Early Help Assessment and Team around the Family Coordination:** enabling and promoting the application of the early help assessment and team around the family process.

All services are established and fully operational.

**Special Educational Needs and Disabilities (SEND) Services:** Operational Services as follows:

**Special Educational Needs (SEN) Services:** managing the statutory assessment process of special educational needs for children and young people from 0-25. The SEN Team is responsible for ensuring that the Local Authority fulfils its statutory responsibilities listed within the Education Act 1996 and Children and Families Act 2014 and the Code of Practice. The team have the case management responsibility for children and young people who are undergoing an education, health and care needs assessment or have a an Education, Health and Care (EHC) plan or a Statement of Special Educational Needs;

**Inclusion Services:** working with educational settings (early years, schools and colleges etc) promoting inclusive practice and providing support and guidance to meet children's needs, this includes, whole school/setting development, staff training and development, advice and guidance in relation to identified children;

**Sensory Intervention Services:** providing services and support for children and adults with a sensory impairment living in Hillingdon. The service works with all ages at home and within the community, providing equipment, training, advice and support to enhance independence. The specialist teachers work with children and young people from 0-25 years in the home, Early Years, school and college setting in line with the SEND code of practice.

**The Educational Psychology Service:** Supporting schools, colleges and early years settings through consultation, assessments and advice on strategies for children and young people with a range of needs. EPs also provide advice on the needs of children and young people who are undergoing statutory assessment in relation to severe and complex educational difficulties.

		<p>The division is led by a Head of Service working in collaboration with colleagues in social care and more broadly to ensure children with SEND get the best start in life and families are provided with early help where required to enable this outcome to be achieved.</p>
	<p><b>RECOMMENDATION 3</b>  <b>a) That a review be undertaken of Child and Adolescent Mental Health Services (CAMHS) at the earliest possible opportunity during 2016/17. It is further proposed that this be a joint review to involve the Children, Young People and Learning Policy Overview Committee, the External Services Scrutiny Committee and other bodies, if appropriate.</b></p>	<p>The Health and Wellbeing Board receives regular updates on CAMHS items. A recent update was provided to the SC, H &amp; PH POC in October 2018.</p>
	<p><b>RECOMMENDATION 3</b>  <b>b) That the concerns raised during the review in relation to levels of child obesity in Hillingdon be passed to the relevant Council Committee(s) and officers for them to consider whether further investigation or review would be appropriate.</b></p>	<p>Public health matters around child obesity are part of this Policy Overview Committee's remit and the Committee may request updates on this as part of its work programme or consider aspects around this as a future review topic.</p>

<p><b>RECOMMENDATION 3</b> <b>c) That concerns raised during the review in relation to child dental health be passed to the relevant Committee and officers, while noting that a review of child oral health in Hillingdon was undertaken by the Social Services, Housing and Public Health Policy Overview Committee earlier in 2015, with an update due to be considered by the Health and Wellbeing Board in 2016.</b></p>	<p>Public health matters around child dental health are part of this Policy Overview Committee's remit and the Committee may request future updates on this as part of its work programme or consider aspects around this as a future review topic.</p>
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