

WANDSWORTH BOROUGH COUNCIL

EDUCATION AND CHILDREN'S SERVICES OVERVIEW AND SCRUTINY
COMMITTEE – 8TH FEBRUARY 2018

EXECUTIVE – 12TH FEBRUARY 2018

Report by the Director of Children's Services on the Early Help Strategy for
Children's Services.

SUMMARY

Early help is a critical aspect of creating change for children. Wandsworth Children's Services Early Help Strategy 'THRIVE' sets out the Council's approach to delivering early help that changes children's lives by intervening early using evidence, research and learning from other local authorities.

THRIVE will form the basis of the Council's approach and will underpin the Local Authority's approach to early help in partnership with our services in the health, police, education and private and voluntary sector.

Effective early help reduces the need for statutory intervention by preventing needs escalating, it reduces both economic and social costs.

The Director of Resources notes that there will be further papers to develop the strategy and any financial implications will be considered at that time.

RECOMMENDATIONS

1. The Education and Children's Services Overview and Scrutiny Committee are asked to support the recommendations in paragraph 3, below.
2. If the Overview and Scrutiny Committee support the recommendations, any views, comments or recommendations will be submitted to the Executive.
3. The Executive are recommended to approve the Early Help Strategy and scoping report set out in Appendix 1.

Early Help Strategy

BACKGROUND

4. Paper No. 17-18 set out the Council's vision for Children's Services in an 'end-to-end review' in which the key elements were that services should:
 - (a) think of the child's 'family' in the wider sense – family includes birth family, extended family, foster family etc;
 - (b) empower children, young people and their families to make changes and maximise their potential to live fulfilled lives;
 - (c) ensure support, help and intervention are available at the right time and are proportionate to risk;
 - (d) ensure a range of high quality services are available at the right time in the right location, making use of our localities; and
 - (e) achieve a shift from reaction to prevention.
5. To support the achievement of these aims, Paper No. 17-48 established a new early help division and the new post of Assistant Director – Early Help. Bringing together the universal element of Families First with services such as health visiting, children's centres and the youth service in this new division
6. The current offer from these services to families is being strengthened and opportunities for joint working and partnership working maximised, through a number of pilot approaches, including the offer of early help at the Council's Social Care front door, the Initial Point of Contact (IPOC), for those children and families who need support but do not meet statutory social care thresholds.
7. This pilot offer, which was put in place September 2017 has been well received by children, young people and their parents and by other professionals working with Children and Young People. It is clear that where such an approach is well established in other Local Authorities and Trusts, evidence shows that re-referral rates, whereby families appear at the front door multiple times and entry into care, are in decline due to the offer of non-statutory support than aims to get families back on track before presenting issues become acute or chronic. The next step for this approach will be the formalisations on posts and management structures.
8. The THRIVE concept has already informed the specification and tendering process for the Health Visiting Service which has a clear focus on disadvantage and a well differentiated offer for those families most in need.
9. A comprehensive pathway and implementation of the THRIVE concepts will ensure that the Early Help offer includes support for parents, carers and children and young people across the full age range. The Family Information Service and Signposting Plus Service are also part of the new division to strengthen links with other early help services and improve the step-down process. The services maintain strong working relationships with the Front Door.

10. The attached Early Help Strategy (Appendix 1) is the first of a number of papers which will be brought to Committee developing this vision into a practical reality. The purpose of this initial paper is to:
- (a) set out the overarching strategy for early help;
 - (b) identify the key components of the Early Help Delivery Plan; and
 - (c) strengthening immediately the impact of services at the 'front door' by establishing an early help hub to support families which do not meet the threshold for statutory social work services.

PROGRESS TO DATE

11. *Targeted: Proactively reaching children, young people and families who will benefit most from Early Help.*
- a) The first phase of the early help module purchased when the Council commissioned Mosaic went live on 17th January 2017. This means that once the Initial Point of Contact Team (IPOC) who review all contacts that come to the Children's Services Front Door have made the decision that a child does not meet the threshold for Children's Social Care they can send the contact record for the child and family to the Early Help Pathway Team.
 - b) The Early Help Pathway Team is in place; once they receive a contact for a child and family they make contact to offer Early Help, if the family consents they then work with them and the professional who made the contact to determine and broker the Early Help that will meet the needs of the child and family.
 - c) The Early help service have agreed the forms that will be used for case recording by the team of early help practitioners who are proposed to be called THRIVE Together; the service is undertaking a soft test of the name with families and they find it accessible.
 - d) These are important steps in relation to tracking impact for children and families, recording the work undertaken with them and keeping oversight of the needs and progress for children and families who are stepped down to early help.
 - e) A key operational component that will ensure THRIVE Wandsworth's success is the development of the Early Help Pathway. The Early Help Pathway Team is now in place and includes an Early Help Pathway Manager and two practitioners who all have a social work qualification and two further practitioners with backgrounds in family and youth work.
 - f) The impact the service will be expecting to see in the coming months is a reduction in referrals, assessments and repeat contacts that are above the threshold for Children's Social Care at our Children's Services Front Door.

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- g) A key area of focus is giving children a good start. Progress in this area is indicated by early help for under 5s where the service has increased its reach, including an increase in the take up of 15 hours early learning by children who are eligible for a two-year-old place (1,192 children as at September 2017 a placement rate of 74%) and 86% of all eligible 3 and 4 year olds resident in Wandsworth provided an Early Education Place, which is higher than both the Inner London average (84%) and the Greater London average (84%).
- h) The service has made progress in ensuring targeted support for under 5s; this includes children with emerging needs and disabilities (121 children to date in 2016/17), targeted support for children aged 3 / 4 to enable full access to early learning based on three vulnerability criteria which encompasses children who are looked after (14 children to date in 2016/17) in line with the Council's role as corporate parent, children in receipt of targeted early help (40 children to date in 2016/17) or who have professionally supported educational, medical or social needs (48 children to date in 2016/17). The latest available data shows that 43% of Children In Need accessed a Children's Centre in the last 12 months.

12. *Holistic: putting all aspects of wellbeing at the heart of our work to build resilience and support children, young people and families thrive.*

- a) The Early Help Service has developed an early help impact methodology and this is set out in figure 1 below. The department is working with the Early Intervention Foundation on developing and applying this to demonstrate how early help is contributing to children:
- being safe from harm and abuse
 - being enabled to reach their full potential
 - develop skills for life
 - enjoy healthy lifestyles
 - be happy and active

Figure 1: THRIVE Wandsworth Impact for Children



13. **Responsive: providing the right intervention, in the right place, at the right time**

- a) The service has completed high level contextual mapping of child vulnerability so that officers and partners have a greater understanding of the issues for children and families.
- b) The service has completed the re-commissioning of Health Visiting services which went live on 1st January 2018. All Health Visitors have completed their induction, have had a briefing on THRIVE Wandsworth, the Early Help approach and expectations around increasing the number of children reaching their milestones at their 2-year-old check / narrowing the deprivation and gender gap at Early Years Foundation Stage.
- c) In relation to the nationally expected benchmark for children achieving a good level of development (GLD), 75% children in Wandsworth perform better than their peers, in inner London only City of London, Lewisham and Newham have an equal or higher percentage.
- d) Mothers experiencing post-natal depression are able to access support through Newpin Parenting Programme and this is delivering in partnership with GPs across the Borough through Children's Centres.
- e) Connexions PAs providing input into schools and universal support are now part of the Early Help Division; they, the YOT and Youth Services have been brought together under a single head of service to improve the Council's capacity in supporting young people to engage successfully in education, develop skills for life, enjoy healthy lifestyles and make choices that support their health and wellbeing.

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14. *Innovative Working in new and creative ways to empower children, young people and families to help themselves.*

- a) The service has begun to evaluate the value and impact for Wandsworth of undertaking Pause, a preventative programme to address repeat removal of children into local authority care and are looking across resources in early help to identify how this could be met through re-configuration of existing resources. As part of this process, officers have connected with the lead practitioner in Greenwich and the founder of Pause and will be undertaking a learning visit in Spring 2018.
- b) The service will be undertaking an Early Help Partnership Stocktake with partners from health and the police on the 9th February 2018 followed by a workshop on 29th March 2018. This will position the Council to deliver an Early Intervention Strategy for all partners and an early intervention charter for Wandsworth.
- c) Two primary schools, Heathmere, SW15 (Roehampton and Putney Heath) and Falconbrook, SW11 (Latchmere) have agreed to pilot a prevention programme which will incorporate the delivery of PATHS for Parents building on the PATHS programme commissioned through the CAMHS transformation fund. These schools have been identified due to the high proportion of pupils known to Children's Social Care.
- d) The Service has been working corporately to explore how to maximise the opportunities that the regeneration taking place in the borough presents for children, young people and families in line with our THRIVE Wandsworth Principles – examples of ideas being explored include late opening of libraries for young people to undertake study and the provision of clinical space to offer a range of health services for example 2-year-old checks.

15. *Valuing children, young people and families, our staff, volunteers and partners feel valued and supported to contribute their solutions to improve Early Help.*

- a) An analysis of engagement and consultation activities undertaken with young people between 2015-17 has been completed. The service is using these insights to improve the Council's offer to young people through youth provision and will apply it to a review of youth services to improve our reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them.
- b) In line with the above, the service is working with the police to extend the successful police cadets programme which directly responds to the feedback from young people that they would like more input from the police in the context of staying safe.

16. *Evidenced Early Help commissioned and delivered by Wandsworth Children's Services is based on research about what works, impact for children, young people and families and value for money is evidenced.*

- a) In March 2018, a learning seminar will be held with partners in the Early Intervention Foundation to identify the learning from their research on what works in primary settings to prevent pupils later engaging in offending and damaging risk-taking behaviour and will act on this through directing Youth Workers to deliver targeted work to children of primary age.
17. Further papers will be brought to Committee as the detail of the strategy is developed.

COMMENTS OF THE DIRECTOR OF RESOURCES

18. The Director of Resources comments that the current year's approved General Fund budget for Early Help is £17.3m. Further work will be done on the financial implications of the strategy once the detail is known.

The Town Hall,
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DAWN WARWICK
Director of Children's Services

31st January 2018

Background papers

There are no background papers to the strategy.

All reports to Overview and Scrutiny Committees, regulatory and other committees, the Executive and the full Council can be viewed on the Council's website (www.wandsworth.gov.uk/moderngov) unless the report was published before May 2001, in which case the Democratic Services Manager (Rachel Williamson; 020 8871 7857); rachel.williamson@richmondandwandsworth.gov.uk) can supply it if required.

Early Help Strategy

Wandsworth Children's Services Strategy for Early Help 2017 - 2021



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Section 1: Helping children and families through early help

- 1) We think early help is contributing to making Wandsworth a place for children and families to THRIVE.
 - a) More Wandsworth children are being supported to have strong foundations - at **Early Years Foundation Stage 75% achieved a good level of development** in 2017 compared to 71% nationally.
 - b) The disadvantage gap between children in Wandsworth at Early Years Foundation Stage is **3% points less than the gap nationally**.
 - c) **94% of pupils in Year 2 reached the expected standard in phonics** compared to 92% nationally.
 - d) At Key Stage 2, **more Wandsworth children (69%) reached the expected standard in reading, writing and mathematics** combined than nationally (62%).
 - e) **50 % of Wandsworth young people achieved a strong pass in both English and Maths** at key stage 4 compared with the national average of 42%
 - f) **Wandsworth children from disadvantaged* backgrounds achieve at a level that is closer to their peers** - at Key Stage 4 in 2017 the average attainment 8 score for all pupils was 44.2, this is only 0.2 higher than the 44 scored by disadvantaged pupils in Wandsworth.
 - g) The proportion of young people who are not in employment, education and training including those not known at 5.1% remains lower than both London, inner London and National. **(Nov 2016 – Jan 2017 average)**

Section 2: Success starts with early help

- 2) Early help means being pro-active in providing extra help and support to children, young people and families using approaches that promote and strengthen resilience. By building on the strengths of individuals and communities to develop new ways of thinking about and responding to difficulties we can empower families to help themselves, be independent and THRIVE.
- 3) Early help for children, young people and families is centred around the principle that **working in partnership is the most effective way to achieve change for children**. To achieve change for children all partners need to work together to ensure issues are identified early and nipped in the bud before they escalate. Where required **decision not drift is key in ensuring problems don't escalate**. We are committed to working in partnership with our colleagues in health, the police and education to agree an Early Help Charter for Wandsworth.
- 4) We want all children, young people and families regardless of their background, circumstances or start in life to feel that they belong in Wandsworth and are part of their community, so that they learn, grow, succeed and contribute to Wandsworth being a place that is healthy, happy and resilient; in short, they **maximise their potential to live fulfilled lives**.

- 5) **Outstanding universal services, early learning opportunities and schools are the foundation** of our early help offer in Wandsworth. Through these, all children are supported to have a **great start, develop well, engage successfully** in education, **develop skills** for employment and training, **choose healthy lifestyles** and **make choices that support their health and wellbeing**.
- 6) We know that many families have good connections, support and economic advantage whilst others experience poverty and hardship making them less resilient and more vulnerable. For early help to be effective we need to **reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them** like economic deprivation and family-related risk factors; if we do this we can deliver early help that puts children and families first and changes children's lives.
- 7) Too often professionals tell us that children, young people and families in trouble have been known to them for long periods of time, that issues and difficulties have passed from one generation to another, that we have missed opportunities; these are the children, young people and families that have **the most to gain from effective early help**.
- 8) We know more about how we can create and sustain change for children, young people and families than we have ever known. Alongside this there have been significant developments in technology giving us a range of tools to support interaction with children, young people and families and **allow us to more easily keep in touch**.
- 9) We want **children, young people and families to feel that it is okay to ask for help**. To normalise this, we will be pro-active in reaching out to **empower children, young people and families to connect with the help and support available, empowering them to help themselves and motivating them to stay on track**.
- 10) We will create a system of early help for children, young people and families so that we are more effective in motivating those who can, to help themselves and in **empowering those families, who must overcome challenges like poverty, mental health and deprivation to become more resilient**.
- 11) Our ambition is to **get it right for every child the first time by focusing on the child's experience, the progress children make and responding quickly when problems emerge**.
- 12) There is a growing body of evidence that intervention as early as possible pays off, early in the life of a child and early in the life of a problem. We know we will have more chance of helping children and their families if we **identify their problems swiftly and intervene early**.

Section 3: Knowing our children, young people and families

- 13) In Wandsworth, we have undertaken several consultations and projects over the last two years, to help us know and understand children, young people and families and their experiences; in addition, we've engaged with the professionals who work with them to get insights about issues and services that we will use to help us learn and improve our impact;

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a) safe from harm and abuse

- I. safe and inclusive environments to interact positively with other children and young people of different ages and backgrounds
- II. education about child sexual exploitation, healthy relationships, dangers of sharing information online and how to keep yourself safe
- III. education on how to report crime
- IV. creating positive relationships between young people and the Police
- V. knowing your local school (Police) officer
- VI. educating young people on the impact of being involved in crime related activities
- VII. working with the Police to help train them on how to work effectively with young people
- VIII. more workshops in schools around crime related topics such as drugs and alcohol, Child Sexual Exploitation, gangs and knife crime
- IX. Online safety and making young people aware of the and educating them on how to keep themselves safe online
- X. bullying and abuse between young people to be tackled
- XI. support services in places that they are comfortable accessing and are easily accessible
- XII. people that they know and trust and who can work with them regularly
- XIII. easy to find information about services and how to access them with good information and help available online

b) Enabled to reach their full potential

- I. increased access to career support services and to know how to access them easily
- II. opportunities for a variety of work experience placements in different job roles
- III. help with CV and interviewing skills and support when applying for jobs
- IV. to know where to find advertisements for vacant job posts
- V. practitioners who they trust, can relate to, are accessible, spend time getting to know them and who work with young people on a personal and young person-centred basis
- VI. practitioners that work with young people for a period, so that they can build up trusting relationships with them
- VII. to be actively involved in decisions that affect them and being able to share their stories through their own words, and not just through their practitioners working with them

c) enjoy healthy lifestyles

- I. education and support on keeping happy and healthy which includes, warning signs of mental health issues like depression and anxiety, trigger factors and how you can keep mentally well
- II. knowledge on what support is available to them and how to access this support and refer themselves
- III. more support for young people transitioning from Child and Adolescent Mental Health Services to Adult Mental Health services and ensuring this support meets young people's needs
- IV. more awareness around lesbian, gay, bisexual, trans-gender (LGBT), disabilities and mental health

- V. sexual health and healthy relationship workshops – co-produced with young people
- VI. Substance Misuse Peer Education – young people teaching other young people the real stats and facts about substance misuse

d) develop skills for life

- I. fun, interesting activities after school, in the evening and at weekends
- II. safe places to be with friends
- III. sport, outdoor activities and trips that are fun and aspirational
- IV. clubs in schools, church halls and parks and outside spaces
- V. learn about local and national politics, so they are well informed on this
- VI. to be involved in the recruitment and training of staff who do direct work with young people

e) happy and active

- I. to give feedback about services and know that it will make a difference
- II. to be actively involved in decisions that impact upon their lives
- III. platforms where they can have their voice heard like youth forums

Section 4: THRIVE Wandsworth Principles

14) We will achieve our aspirations for children and families and deliver on the commitments of THRIVE Wandsworth using the following principles:

- a) focusing on children, young people and families, improving their journey and making early help simple to navigate by removing duplication
- b) investing in technology that will increase opportunities for children, young people and families to self-help and self-manage using digital information and resources, our ability to 'keep in touch' and our capacity to ensure children, young people and families receive timely and effective early help.
- c) promoting, facilitating and co-ordinating civic responsibility for providing opportunities for children, young people and their families to participate in a diverse range of positive activities that provide creative and cultural enrichment, sports and constructive leisure time opportunities
- d) connecting children, young people and families who are experiencing or at risk of poverty to opportunities that are aspirational, supporting them to utilise these to improve their health and wellbeing
- e) connecting families to education, employment and training opportunities to support them to sustain positive outcomes and increase their health, well-being and resilience
- f) connecting the whole Council to our Early Help priorities so that we work collaboratively in creating positive change for children by creating opportunities for and supporting parents and young people into, employment with prospects
- g) joining up data and analysis functions and turning information into intelligence

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- h) promoting the inclusion of children and young people with SEND in mainstream settings and providing early help to support them to fully access opportunities, alongside recognising the importance of space for them to be with other children and young people with SEND
- i) learning from good practice and applying this to the Wandsworth context
- j) measuring and demonstrating the impact of early help using our THRIVE Wandsworth Impact for Children Circle

Section 5: Impact for children, young people and families

- 15) Central to our approach to early intervention is our ability to measure and demonstrate impact for children, young people and families in Wandsworth. Drawing on 'Outcomes Based Accountability' we will measure impact using the methodology set out in figure 2 below. Our approach to demonstrating and understanding the impact of early help for children, young people and families in Wandsworth utilises our existing mechanisms for understanding performance, scaling and standardising the approach to inquiry about impact.

Figure 1: **THRIVE** Wandsworth Impact for Children



- 16) Alongside the impact for individual children and the effectiveness of different services our THRIVE Wandsworth Impact Circle will enable us to see the change for children in Wandsworth at population level, illustrating how universal and targeted services are impacting on outcomes for all children in Wandsworth and how this compares to outcomes for children whom are disadvantaged. This approach enables us to understand the inequalities that children with differing demographic profiles experience in order that we can then target our interventions and address inequalities in outcomes for children and improve the effectiveness and impact of early help. This will support us in making decisions about the most effective use of our resources and what approaches and interventions have a social as well as economic impact.
- 17) The tools we will use to demonstrate impact for children at the following levels are set out below: -
- a) **Population impact:** Utilise a selection of key indicators to measure the impact of early help at a population level capturing the change for children and families that is achieved through universal and targeted services working together to strengthen the resilience of children and their families, reduce the risk factors associated with poor outcomes and as a result achieve the same outcomes for children who are disadvantaged as those achieved for children who are not.
 - b) **Service quality, expectation and Interventions:** We will set out our minimum quality expectations and our approach to performance management for individual services, both those we provide and those we commission from third parties. This approach gives us a window into their performance. By understanding the numbers of children, parents and families engaged; the quality of the services provided, children, young people and families experience we can establish the impact of different services in strengthening the resilience of children and their families and reducing the risk factors associated with poor outcomes.
 - c) **Equality and diversity:** Tracking of change to demonstrate the impact and improvement across key domains such as health, crime, attendance and attainment and safeguarding from the child, parent and practitioner perspective; drilling down into the picture for groups of children who have poor outcomes and identifying what needs to change to achieve the same outcomes for children who are disadvantaged as those achieved for children who are not.
 - d) **Individual Children.** Establishing progress from baseline assessment in relation to child health and development, self-care/independence, learning and achievement, basic care, emotional warmth, stability, boundaries, stimulation, mental and physical health, substance use, housing, employment, financial inclusion, social and personal resources and the extent to which positive change for children has been sustained by generating a longitudinal view of change for the child and family

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Section 6: Learning from good practice

- 18) Our approach to early intervention, practice and impact measurement is always been informed by evidence of what works in early help and early intervention.
- 19) Increasingly local authorities are focusing resources on early help and early intervention for children, young people and families. Ofsted's thematic inspection¹ of Early Help services published in 2015 found that, despite councils taking a more coordinated and structured approach to Early Help, opportunities to intervene earlier were missed in over 40% of cases. These missed opportunities were attributed to several factors, including delays in information-sharing between agencies, delays in providing services following assessment and parents not being given support when they first asked for help.
- 20) Many local authorities have established a single point of access providing advice, information and support to professionals where they have worries or concerns about children and young people who are vulnerable and at risk, Camden for example has taken this approach. At Kensington and Chelsea, where early help services are considered a 'significant strength' by Ofsted, Early Help Practitioners are co-located with social work teams, which, 'supports a shared understanding of thresholds and promotes a culture of working together to meet families' needs.'² In Greenwich, services are also co-located, all children whose needs are in line with early help thresholds are allocated to the appropriate service and tracked to ensure that early help was provided. The outcome of no further action when a child and family do not meet the threshold for children's social care has been removed.
- 21) A review of good practice highlighted the importance of taking a proactive approach; in Camden Family Support Coordinators use their knowledge of services and negotiating skills to coordinate an early help offer without the requirement of an early help assessment. They have 10 days to secure early help for the child and family. The scheme has expanded and coordinators also provide advice on cases in the community, for example to schools or GPs. This is like the function of Early Help Practice Managers in Greenwich who all have a social work qualification allowing the role of link social work for Children's Centres to also be fulfilled and for the concept to be extended to schools and other community settings.
- 22) Supportive Action for Families (SAFE) provides targeted support for families at the earliest opportunity. SAFE is a multi-agency team and workers are locality based. The service works with children, young people and their families to deal with problems when they first arise and to prevent escalation to specialist or statutory agencies. SAFE has been described as

¹ Early Help: whose responsibility? Ofsted Thematic Inspection, March 2015

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/410378/Early_help_whose_responsibility.pdf

² Kensington and Chelsea Ofsted Report 2016:

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/kensington_and_chelsea/052_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf

‘effective, transparent and non-stigmatising’, inspection findings indicate that there was a decrease of 33% in referrals from SAFE to children’s social care from 2014/15 to 2015/16³.

- 23) Kensington and Chelsea (Ofsted 2016) stay in touch with families contacting them at key transition points to see if they are still on track and offering support through key transitions.
- 24) Intelligence led approaches are another feature of good practice and allow a more focused deployment of resources. The Royal Borough of Kensington and Chelsea, has developed their ‘Best Start in Life’ programme thorough analysis of the services offered by Children’s Centres to identified additional needs of parents who were accessing universal services. Children’s Centres also use local intelligence and data to identify vulnerable groups, such as families negatively affected by housing benefit reforms and share intelligence at multi-agency meetings. Similarly, in Westminster and Greenwich early help is carefully prioritised for the most vulnerable families living in the most deprived wards.

Section 7: Our Vision

- 25) Wandsworth Children’s Services Department’s stated vision for children and young people is: -

‘Our aspiration is for every child and young person in Wandsworth to be safe from harm and abuse, be enabled to reach their full potential and develop skills for life, enjoy healthy lifestyles, and be happy and active members of the community.’

It is this vision that provides the context for early help and that shapes both the strategy and operational delivery of the offer.

Section 8: THRIVE Wandsworth – a strategic approach to Early Help

- 26) THRIVE Wandsworth aims to help achieve our aspiration that all children and young people will experience a childhood that reflects our vision. We will deliver on this by focusing and orientating early help in children’s services on the six components of THRIVE Wandsworth.

³ Ealing Ofsted Report 2016

https://reports.ofsted.gov.uk/sites/default/files/documents/local_authority_reports/ealing/051_Single%20inspection%20of%20LA%20children%27s%20services%20and%20review%20of%20the%20LSCB%20as%20pdf.pdf

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Figure 2: THRIVE Wandsworth – a new system of Early Help for children, young people and families



Section 9: Children’s Services Early Help Delivery Plan

27) The table below provides an overview of the priority actions to deliver on the six components of THRIVE Wandsworth.

Targeted: table 1

Proactively reaching children, young people and families who will benefit most from Early Help.		
Action	Impact	Timeline
Focus the services, opportunities and contact for children in the first 1001 days to provide children with a great start and support them to be enabled to reach their full potential by delivering an enhanced offer of universal engagement through health visitors and GPs and additional help and support where children live in the 10% most deprived wards and/ or have additional environmental or parental factors.	Narrow the achievement gap relating to deprivation and gender gap at Early Years Foundation Stage.	1 st September 2018

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Align services for under 5s to address inequalities within outcomes at Early Years Foundation Stage to ensure children have a great start and support them to be enabled to reach their full potential .	As above	1 st September 2018
The early help module that we purchased when we commissioned Mosaic is live in relation to tracking, case recording and step down to early help to support us in getting it right for every child the first time by focusing on the child's experience, the progress children make and responding quickly when problems emerge, allowing us to more easily keep in touch and engage children and families who have the most to gain from effective early help and keep children safe from harm and abuse	Children who have had early help following a contact remain below the threshold for statutory services and THRIVE	30 th January 2018
Establish the pilot for Parenting support to ensure this is available for parents who meet early help thresholds, there is a greater balance between those families who have a higher level of need and those who would benefit from early help; we reach the children and families who have the most to gain from effective early help so they are enabled to reach their full potential .	As above	30 th October 2017 (Pilot phase)
Implement recommendations from the SEND review in relation to early help services empowering children, young people and families to connect with the help and support available, empowering them to help themselves, motivating them to stay on track so they are enabled to reach their full potential .	Children with SEND are supported through universal services and supported to fully access their early years entitlement / reduce gap between all children at EYFS and those with SEND	1 st September 2018
Extend Wand Card to young carers to reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them so they are enabled to reach their full potential and supported to be happy and active .	Narrow the gap in attainment between children who provide support to adults as a carer and all children /	1 st September 2018

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	improved mental health	
Develop respite and short breaks to give young carers a break where they can focus on their own needs as a child / young person to reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them so they are enabled to reach their full potential and supported to be happy and active .	As above	1 st September 2018
2, 3 and 4 year olds who are or have been children in need (CIN) / child protection plan (CPP) / children looked after (CLA) in last 12 months take up their early learning entitlement ensuring that we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them so they are enabled to reach their full potential and supported to be happy and active .	Children within the social care framework are supported through universal services and access their early years entitlement. Attainment gap between all children at EYFS and those known to Social Care	30 th November 2017

Holistic: table 2

Putting all aspects of wellbeing at the heart of our work to build resilience and support children, young people and families thrive.

Action	Impact	Timeline
Develop an early help impact methodology; baseline impact and 3 year outcomes based performance targets that demonstrate how early help is contributing to children: being safe from harm and abuse being enabled to reach their full potential develop(ing) skills for life enjoy(ing) healthy lifestyles being happy and active through getting it right for every child the first time; focusing on the child's experience, the progress children make and responding quickly when problems emerge and empower(ing) children, young people and families to connect with the help and support available, empowering them to help themselves	Impact of early help at population, cohort, child and service level demonstrates improved wellbeing for children, young people and families including	1 st September 2018

and motivating them to stay on track.	increased resilience.	
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Responsive: table 3

Providing the right intervention, in the right place, at the right time.

Action	Impact	Timeline
Bring together front-line staff both commissioned and directly delivering to children, young people and families through virtual teams to provide level 1 and 2 support aligned to need derived from contextual mapping of key drivers of CIN/CP /CLA /first time entrants (FTE) so that we get it right for every child the first time by focusing on the child's experience, the progress children make and responding quickly when problems emerge and keep children safe from harm and abuse .	Children who have had early help following a contact remain below the threshold for statutory services and THRIVE	30 th November 2017
Ensure children are given a great start and enabled to reach their full potential by re-commissioning Health Visiting services to deliver an outstanding universal service whilst identifying and providing early help to families who have the most to gain from effective early help , including mothers experiencing post-natal depression. This will support us to get it right for every child the first time by focusing on the child's experience, the progress children make and responding quickly when problems emerge .	Increase in number of children reaching milestones at 2-year-old check / narrowing the deprivation and gender gap at Early Years Foundation Stage.	January 1 st 2018 (Completed)
Bring Connexions PAs providing input into schools and universal support into the Early Help Division and integrate with Youth Services to support young people to engage successfully in education, develop skills for life, enjoy healthy lifestyles and make choices that support their health and wellbeing .	Children's journey improved and resources are positioned to have the greatest impact for children and families.	1 st September 2018
Agree and implement new management structure for the Early Help division to support the immediate actions required to progress THRIVE Wandsworth to support us in getting it right for every child the first time by focusing on the child's experience, the progress children make and responding quickly when problems emerge, allowing us to more easily keep in touch and engage children and families who have the most to gain from	Strategy delivered to time and budget.	1 st September 2018

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effective early help and keep children safe from harm and abuse .		
Following successful implementation of the Early Help Pathway pilot (Sept – Dec 2017) begin preparation to place arrangements on a permanent footing to ensure that children, young people and families continue to be connected to the full early help offer within Children's Services to support us in getting it right for every child the first time by focusing on the child's experience, the progress children make and responding quickly when problems emerge, allowing us to more easily keep in touch and engage children and families who have the most to gain from effective early help and keep children safe from harm and abuse .	Children's journey improved and resources are positioned to have the greatest impact for children and families.	30 th March 2018
Work with services providing targeted support outside of the Early Help Division, taking into account agreements and recommendations from the end to end review to identify areas for potential integration that would support our vision and the aspirations of THRIVE Wandsworth to maximise the delivery of help as early as possible and increase our effectiveness in reaching and focusing resources on children, young people and families who are at elevated risk because of the challenges facing them so that they are enabled to reach their full potential .	Children's journeys are improved and resources positioned to have the greatest impact for children and families.	1 st December 2018
Consolidate the pilot work of the Early Help Hub to ensure that where there is concern about a child or young person that does not meet the threshold for social work intervention, that support is given so we are empowering those families, who have to overcome challenges like poverty, mental health and deprivation to become more resilient , addressing issues when they present at our Children's Services Front Door which will contribute to keeping children safe from harm and abuse whilst families are enabled to reach their full potential .	Reductions in referrals, assessments and repeat contacts at Initial Point of Contact	30 th March 2018

Innovative table 4

Working in new and creative ways to empower children, young people and families to help themselves.

Action	Impact	Timeline
Review Family Information Services to incorporate online and digital tools alongside information. Rebrand as 'THRIVE Wandsworth Online' to empower(ing) children, young people and families to connect with the help and support available, to help themselves and to stay on track and enjoy healthy lifestyles , be happy and active, reach their full potential .	Increase in the number of families able to self-manage / sustaining outcomes following	1 st September 2018

	early help.	
Develop 'THRIVE In Touch' as part of our Early Help Hub and maximise technology to allow us to more easily keep in touch , so that we contact families known to early help on a periodic basis including at key transitions and at key events to see if they need additional help and support so children, young people and families to feel that it is okay to ask for help and we empower those families, who have to overcome challenges like poverty, mental health and deprivation to become more resilient to enjoy healthy lifestyles , be happy and active, reach their full potential .	Children who have had early help following a contact are checked to ensure they remain below the threshold for statutory services and THRIVE	Pilot process commenced 30 th October 2017 – All families to receive THRIVE In Touch from 1 st March 2018
Build on the use of restorative approaches, trauma informed practice and research in addressing traumatic childhood experiences to develop interventions to address causal factors for children and families so we are empowering those families, who must overcome challenges like poverty, mental health and deprivation to become more resilient to be safe from harm and abuse, enjoy healthy lifestyles , be happy and active, reach their full potential .	Reductions in referrals, assessments and repeat contacts at Initial Point of Contact	30 th September 2018
Re-configure front line delivery to develop an evidence informed whole family approach to addressing domestic violence for children who come to the attention of children's services through our 'Front Door' on a repeated basis but who do not meet the threshold for children's social care so that we to reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse making space for them to be happy and active and enabled to reach their full potential .	Reduce the number of police notifications related to domestic violence.	30 th September 2018
Explore the value and impact for Wandsworth of undertaking Pause, a preventative programme to address repeat removal of children into local authority care, identifying how this could be met through re-configuration of existing resources empowering those families, who have to overcome challenges like poverty, mental health and deprivation to become more resilient keep children safe from harm and abuse making space for women who have already had a child removed from their care to be happy and active and enabled to reach their full potential .	Less children being removed from families and brought into local authority care.	1 st September 2018
Secure opportunities for children and young people that promote develop(ing) skills for life, engag(ing) successfully in education, develop(ing) skills for employment and training, choos(ing) healthy lifestyles and mak(ing) choices that support their health and wellbeing , maximising the use of	Increase in the number of young people participating	1 st September 2018

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community, sports and cultural assets and the connections of the voluntary, charitable and business sector.	in positive activities and provision for young people.	
Clear practice support offer for partners that promotes improvement in the quality and effectiveness of early help in place through the Early Help Hub and includes named link professionals for every primary and secondary school; early help practitioner groups providing opportunities for case discussion and professional support so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse making space for them to be happy and active and enabled to reach their full potential .	Children who have had early help following a contact remain below the threshold for statutory services and THRIVE Wandsworth	30 th March 2018
Secure provision for children and young people through schools, libraries, leisure centres and other community settings to support them develop(ing) skills for life, engag(ing) successfully in education, develop(ing) skills for employment and training, choos(ing) healthy lifestyles and mak(ing) choices that support their health and wellbeing .	Children who have had early help following a contact remain below the threshold for statutory services and THRIVE Wandsworth	1 st September 2018
Development an Early Help and Early Intervention Strategy for all partners and deliver an early intervention charter for Wandsworth so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse making space for them to be happy and active and enabled to reach their full potential .	Children who have had early help following a contact remain below the threshold for statutory services and THRIVE Wandsworth	30 th March 2018
Establish a prevention programme delivered by Youth Workers across all primary (from 5 years) and secondary schools where pupils are at elevated risk of engaging in offending and damaging risk-taking behaviour based on evidence of what works drawn from our partnership with the Early Intervention Foundation so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse , making space for them to be happy and active and enabled to reach their full potential .	Reduction in 10-15 year olds requiring statutory intervention.	1 st September 2018

Complete novation of school nursing contract to create 0-19 public health nurse led offer that provides continuity and community based support for children, young people and families so that so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse making space for them to be happy and active and enabled to reach their full potential .	Children's journey is improved and resources are positioned to have the greatest impact for children and families.	1 st September 2018
Establish an Aspirations and Opportunities Team and ASSOCIATED delivery models to achieve this by re-modelling the role of youth workers so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse making space for them to be happy and active and enabled to reach their full potential .	Increase in the number of young people participating in positive activities and provision for young people.	1 st September 2018
Commission a voluntary sector partner to establish Wandsworth Giving and administer the commissioning and grant allocation of funding in line with the priorities of the Early Help Strategy to voluntary sector groups and young people led business start-ups so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse , making space for them to be happy and active and enabled to reach their full potential .	Increase in the number of young people participating in positive activities and provision for young people.	1 st September 2018
Bring together strategies related to early help such as Parenting and Disadvantage into a single strategic approach through THRIVE Wandsworth so we reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them , keep children safe from harm and abuse making space for them to be happy and active and enabled to reach their full potential .	Children who have had early help following a contact remain below the threshold for statutory services and THRIVE Wandsworth	30 th March 2018

Valuing: table 5

Children, young people and families, our staff, volunteers and partners feel valued and supported

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<i>to contribute their solutions to improve Early Help.</i>		
Action	Impact	Timeline
Complete analysis of engagement and consultation activity undertaken with young people between 2015-2017 and apply to our review of youth services to improve our reach and focus resources on children, young people and families who are at elevated risk because of the challenges facing them and support them to be happy and active and enabled to reach their full potential .	Increase in the participation and engagement of young people resident in Wandsworth who are at elevated risk because of the challenges facing them in support opportunities that meet their aspirations.	1 st September 2018
Respond directly to the voice of children and young people translating it into the following key deliverables – positive activities in school to support mental health and wellbeing undertaken by youth services / digital and web based resources / schools based and Saturday provision that promote children and young people develop(ing) skills for life, engag(ing) successfully in education, develop(ing) skills for employment and training, choos(ing) healthy lifestyles and mak(ing) choices that support their health and wellbeing .	Increase in the participation and engagement of young people resident in Wandsworth who are at elevated risk because of the challenges facing them in support opportunities that will support them to have and meet their aspirations.	1 st September 2018
Building on young people's voice develop a coherent offer of opportunities for young people that support their aspirations, increase their mobility and connect them to cultural, social, educational and recreational opportunities in Wandsworth, London and beyond to improve our reach and focus resources	Increase in the participation and engagement	1 st September 2018

<p>on children, young people and families who are at elevated risk because of the challenges facing them and support them to develop well, engage successfully in education, develop skills for employment and training, choose healthy lifestyles, make choices that support their health and wellbeing, be happy and active and enabled to reach their full potential.</p>	<p>of young people resident in Wandsworth who are at elevated risk because of the challenges facing them in opportunities that will support them to have and meet their aspirations.</p>	
<p>Join up data and analysis functions to allow us to more easily keep in touch, contribute to the growing body of evidence that intervention as early as possible pays off and develop a culture of learning and improvement contributing to children: being safe from harm and abuse being enabled to reach their full potential develop(ing) skills for life enjoy(ing) healthy lifestyles being happy and active through getting it right for every child the first time; focusing on the child's experience, the progress children make and responding quickly when problems emerge.</p>	<p>Intelligence is used at strategic and operational level to improve outcomes for children and families.</p>	<p>30th March 2018</p>

Evidenced: table 6

Early Help commissioned and delivered by Wandsworth Children's Services is based on research about what works, impact for children, young people and families and value for money is evidenced.

Action	Impact	Timeline
<p>Work in partnership with the Early Intervention Foundation in developing and applying our THRIVE Wandsworth Impact for Children Methodology so that we:</p> <ul style="list-style-type: none"> • maximise our impact in enabl(ing) children to reach their full potential • give them a great start • enable them to develop well, engage successfully in education, develop skills for employment and training, choose healthy lifestyles and make choices that support their health and wellbeing 	<p>Early Help reduces demand on Children's Social Care and supports children and families to THRIVE.</p>	<p>30th June 2018</p>

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<ul style="list-style-type: none"> are effective in reaching and focusing resources on children, young people and families who are at elevated risk because of the challenges facing them like economic deprivation and family-related risk factors. 		
<p>The impact of Early Help is demonstrated through the application of our THRIVE Wandsworth Impact for Children Circle which utilises both quantitatively and qualitatively methods so that we:</p> <ul style="list-style-type: none"> maximise our impact in enabl(ing) children to reach their full potential give them a great start enable them to develop well, engage successfully in education, develop skills for employment and training, choose healthy lifestyles and make choices that support their health and wellbeing are effective in reaching and focusing resources on children, young people and families who are at elevated risk because of the challenges facing them like economic deprivation and family-related risk factors. 	<p>Early Help reduces demand on Children's Social Care and supports children and families to THRIVE.</p>	<p>1st September 2018</p>

APPENDICES

Appendix 1: THRIVE Wandsworth Early Help Pathway

A key operational component that will ensure THRIVE Wandsworth's success is the development of the Early Help Pathway. In a pilot phase between September and December 2017 and Co-located within

the Social Care Initial Point of Contact, the Early Help Pathway Team will ensure that any child or young person about whom a concern has been raised, but which is not yet at the threshold for social care intervention, will receive information, advice and/ or support appropriate to the presenting issue, in a timely way through a network of service providers.

The work of the Early Help Pathway Team and the network of Early Help provision, will prevent presenting issues escalating, build resilience in those we are worried about and prevent re-referrals.

A key plank of delivering change for children and families is to respond differently to meeting need when contact is made at our Front Door because there is a worry or concern about a child. To enable us to realise our aspiration of providing help at the earliest stage possible we will establish an Early Help Hub to provide information and support to practitioners and families to enable them to identify and access the most appropriate services.

The Early Help Pathway Team will work with practitioners, firstly to make sure that families are fully and effectively engaged with universal support services commensurate with the child or young person's age and needs and registered with General Medical Practice and Dental Services. Any advice and guidance needed to enable the family, child or young person to self-help will be provided through the Early Help Hub working with the Family Information Service.

If subsequently a child is identified as needing targeted support or help that cannot be provide through the universal services or through self-help, the Early Help Pathway Team will engage practitioners/services to work with the families. Practitioners will work with the families to better understand need through use of an Early Help Assessment (EHA). This will be used to develop a Signs of Safety and Wellbeing plan. Practitioners will work collaboratively and in partnership with the child and family to form a Team Around the Family (TAF) working together to meet the objectives and deliver the outcomes in the plan and to build resilience in the family.

The Early Help Pathway Team secures early help for children and families whose needs have been identified as being able to be met through the additional help and support that universal services provide; working alongside universal services to broker additional help and support for the child and family the Early Help Hub also provides our 'keeping in touch' initiative that supports families to stay connected, empowered and engaged.

Some families will need additional targeted support and access to this is secured and brokered through the Early Help Pathway Team who lead on coordinating a seamless tailor-made offer of early help based on the needs of the child and of their family so that there is change for the child and increased resilience, the structure of the Early Help Pathway Team is illustrated in figure 1a and

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figure 2a provides an overview of the Early Help Pathway. Table 1A below sets out the actions and timescales required to deliver this.

Figure 1A: Early Help Pathway Team Structure

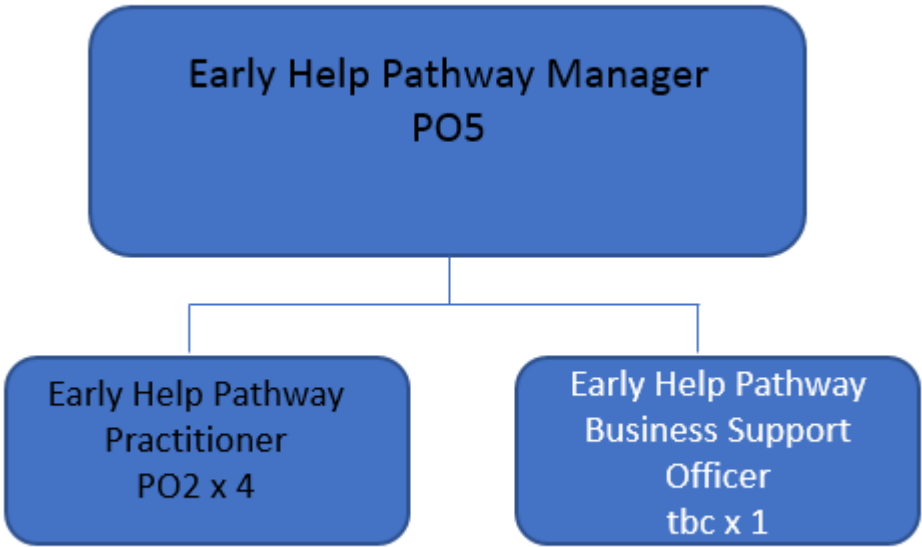
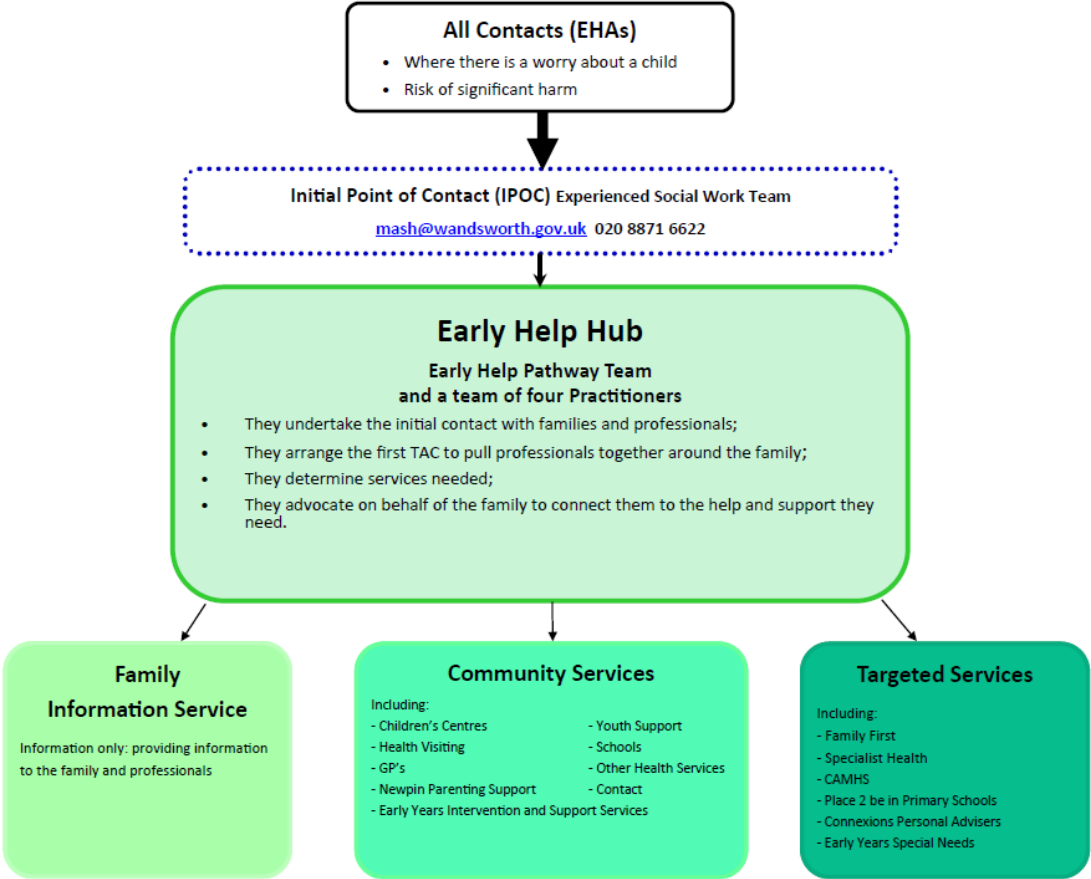


Figure 2A: Early Help Pathway



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Early Help Pathway: table 1A

Action	Impact	Timeline
<p>Strengthen the Early Help component of Wandsworth Front Door building on learning from the pilot:</p> <ul style="list-style-type: none"> a) <i>bring our Families First Team together with our Early Help Practitioners to maximise our immediate capacity to provide level 2 support to children, young people and families in line with the Troubled Families Outcomes Framework</i> b) <i>Develop clear pathways to enable the Early Help Hub to allocate cases directly to services agreed as in scope of Early Help Review</i> c) <i>place increased emphasis on performance, quality assurance and workforce development by bringing together staff undertaking these functions and piloting new line management structures.</i> d) <i>Pilot an Early Help Pathway Team with the following posts – Early Help Pathway Leader, Early Help Senior Practitioners x 4 of which a minimum of two should be qualified Social Workers.</i> 	Children's journey improved and resources are positioned to have the greatest impact for children and families.	Pilot positions in place 16 th October 2017
Clear practice support offer for partners that promotes improvement in the quality and effectiveness of early help in place through the Early Help Hub and includes named link professionals for every primary and secondary school; early help practitioner groups providing opportunities for case discussion and professional support	As above	30 th October 2017 – 30 th March 2018
Promote a think child, think family ethos and approach across all universal, level 1 and 2 provisions and establish informal mechanisms to acknowledge good practice and encourage leadership	As above	30 th October 2017
Set out the pathways for Early Help based on the principle of our one 'Front Door'	As above	30 th October 2017
Establish concept of early help brokerage within the Early Help Hub to ensure timely early help for children, young people and families	As above	30 th October 2017
Re-brand Families First in Early Help as THRIVE Together Wandsworth	As above	28 th February 2018