

**London Borough of Barking
and Dagenham**

**Early Help Strategy
2022 – 2026**

Final DRAFT



One Borough; One Community; No one Left Behind

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1. Introduction

What we mean by early help

The **case for change** to early help

Where we are now with early help

Our **vision** for early help

The **Best Change Principles** informing the changes we will make

Our **values** which will drive how we work with families and each other

The **strategic priorities** we need to deliver to achieve our ambitions for early help

The **enablers** we need to put in place to ensure excellent early help support thrives

The **outcomes** we aim to achieve and how these will be measured

Our commissioning intentions

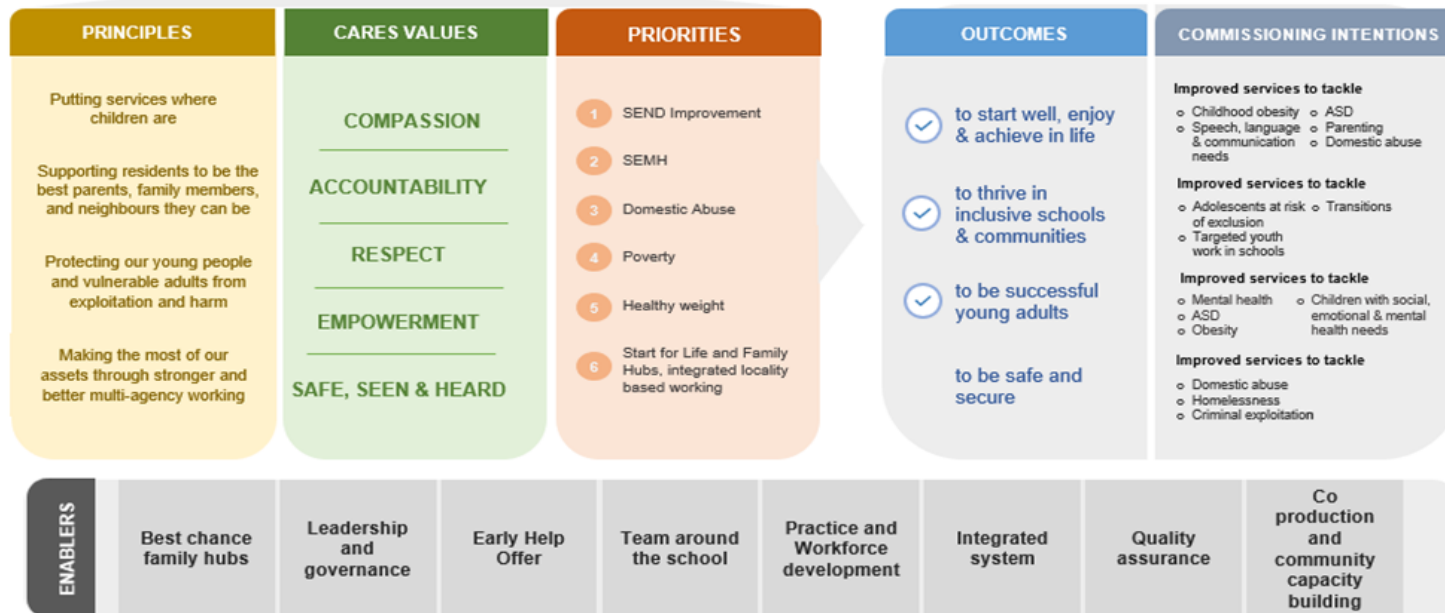
This strategy should be considered alongside the Children and Young Peoples Plan 2022 – 2025, London Borough of Barking and Dagenham's manifesto '*One Borough. One Community. No-one left behind*', and the Borough's Joint Health and Wellbeing Strategy 2019 – 2023

Early Help Strategy: High Level

VISION



Working together to give children, young people, and their families the best chance in life...



Making best use of data / evidence based practice

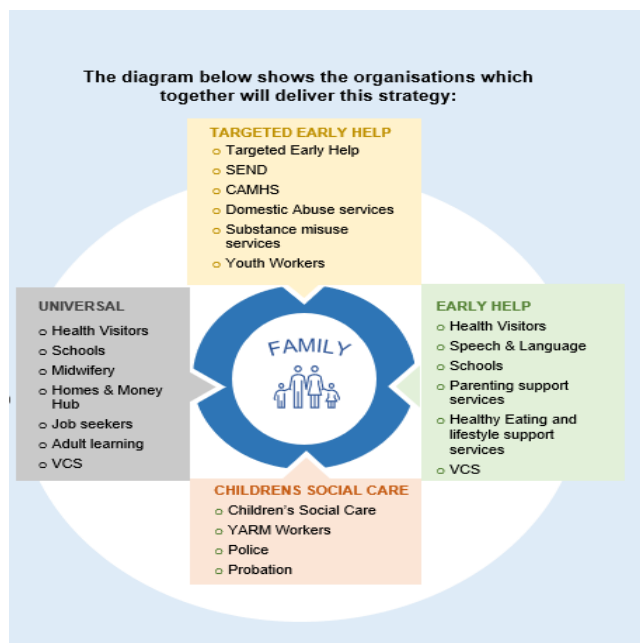
2. What is early help?

The Early Help System is not a single service. It is a network of services, processes and interactions that aim to help children, young people and families at the earliest opportunity.

Early help is everyone's business, and this strategy can only be delivered if a broad range of partners are involved, as indicated by the diagram below. Later in this document we describe the governance arrangements for this strategy which describes which partners are involved.

Early help includes:

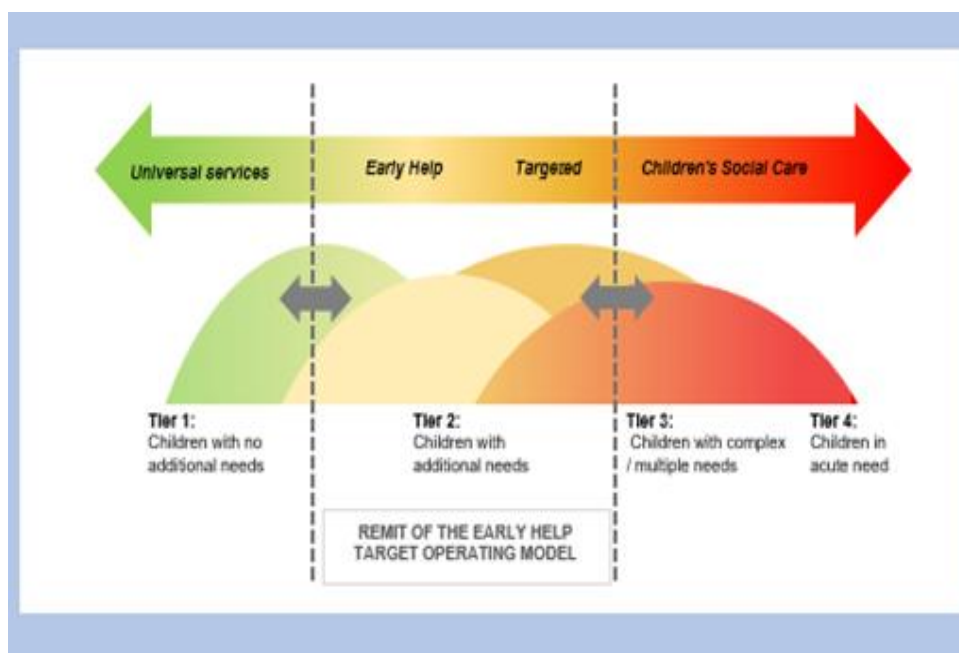
- parenting interventions, helping parents and carers to meet their children's differing developmental needs and understand and respond appropriately to their child's behaviour
- improving the relationship between parents
- enabling families to protect their children from exploitation or harm within their community
- providing opportunities for stimulation and play for children with disabilities, sometimes through short term breaks away from the family
- empowering parents with disabilities to parent their children
- changing harmful patterns of parental substance misuse
- Improving emotional and mental wellbeing in all family members
- preventing harm to children from domestic abuse and family violence
- helping families to manage and mitigate other stresses on families such as poor housing and debt



3. The four levels of need

We define the different levels of need that people may have as children with no additional needs (Universal Services); children with additional needs (Early Help) and children with multiple additional needs (Targeted Early Help), children with complex and multiple needs and children with acute needs as meeting statutory Children's Social Care Thresholds (as defined in the **LBBB Thresholds Document**¹)

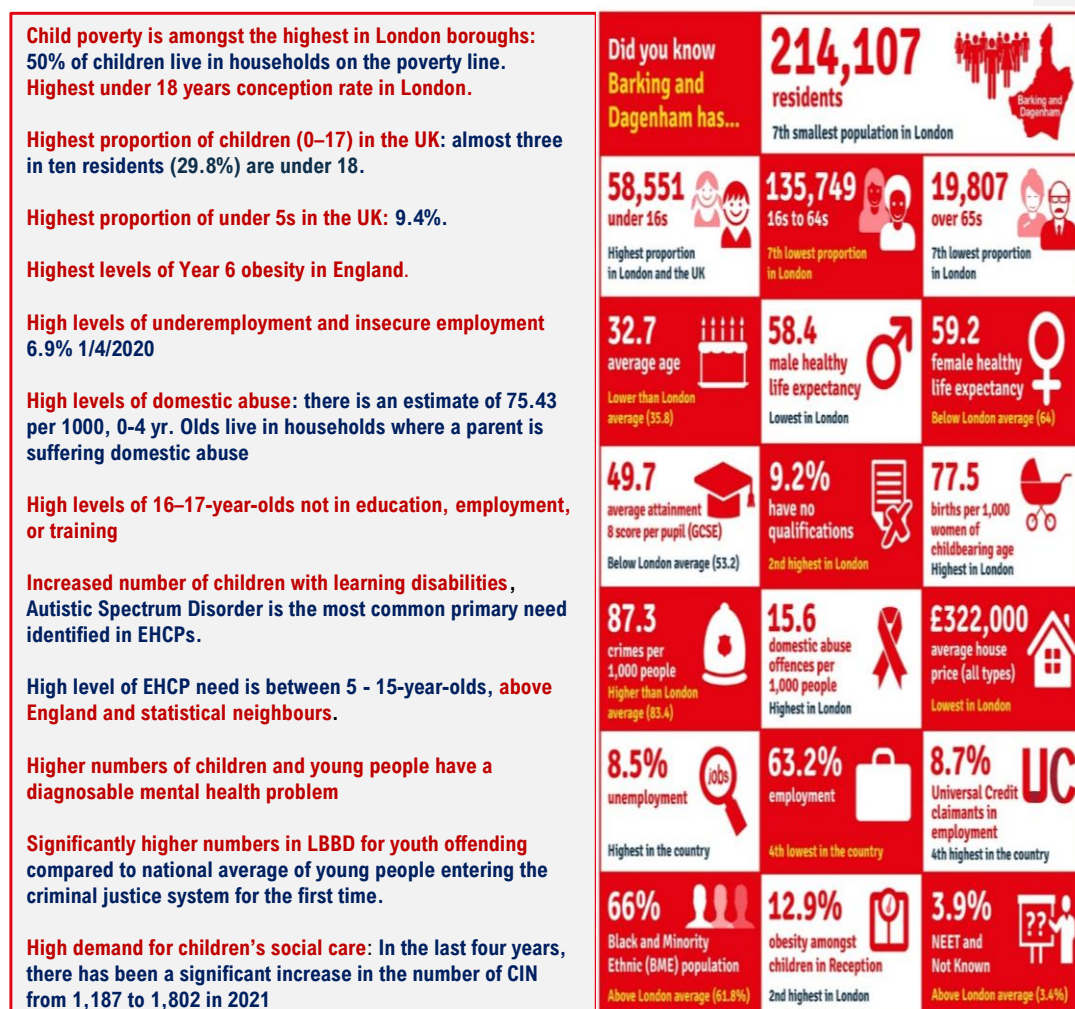
If early help is effectively provided to everyone who has additional and multiple additional needs, then any challenges they have are less likely to escalate along the spectrum to distressing and costly interventions at the 'complex' and 'acute' levels. Similarly, strong and effective universal and additional services can help people to 'step down' from those higher levels of need, making it more likely that they will achieve their full potential and experience positive outcomes independently.



¹ LBBB Thresholds Document: <https://bdsafeguarding.org/policy-procedures-guidance/>

4. The case for change

There is a powerful case for change to improve early help in the London Borough of Barking and Dagenham. The graphic below shows the challenges faced in the London Borough of Barking. One of the most deprived local authorities in England, with some families experiencing some of the worst outcomes in the country, it is vital that we provide local people with excellent early help support.



To tackle these challenges, we need to rethink our local children's system, targeting services to where they matter most and, crucially, locating them where children are. This is partly about austerity and the reduction in national funding. As shown in the statistics above, it is also about the increase in demand for expensive health and social care services. With public spending unlikely to increase any time soon, we simply cannot afford to do nothing. This

means that we need to implement a new approach to early help – one that organised around the family, closer to where people live and work, tailored to meet individual needs, and which draws upon the resources within our local communities.

Where are we now?

Although LBBD has services which it can be proud of, including high performing secondary schools, and excellent examples of youth provision and support for adult victim/survivors of domestic violence, recent reviews have identified areas for significant improvement.

Key issues are:

- A lack of effective integrated and joined up working across health, social care, schools, and other children's services
- Lack of clarity about what services are available and how these can be accessed
- Significant waits for essential targeted early help services such as educational psychology, occupational therapy and child and adolescent mental health services (CAHMs).
- Key gaps in services for some of the most vulnerable people including those with Autistic Disorder Spectrum, child victim/survivors of domestic abuse, people with mental health conditions and parents who need additional support to develop relationships with their children. We also need to ensure services respond to the demographics of our community, and increase our 'by and for' offer
- Insufficient parenting support and parenting skills development on offer
- An inconsistent approach to and quality of practice
- Insufficient involvement of children, young people, and families in service design, developing plans and approaches to support
- High vacancy rates and skills gaps across the early help workforce

To address these challenges, an Early Help Improvement Programme commenced in May 2021, focusing on:

- Transferring targeted early help from Community Solutions into Children's Care and Support and taking forward a practice improvement programme.
- Reviewing and making improvements to the MASH to improve how early help and children's social care work together and the quality of decisions
- Strengthening partnership working in relation to early help
- Producing and embedding a shared practice framework, standards, and quality assurance framework to support practitioners across children's services improve the quality and consistency of support
- Developing and implementing a new early help assessment forms, processes, and systems to facilitate excellent strengths-based whole family practice
- Workforce development and training
- Developing and training staff in the lead professional role

- Agreeing a shared set of measures at family, cohort, and population level, including quality of practice and family voice, which allow the partnership to track the delivery of the strategy's ambitions
- Mapping out the IT and system requirements with the aim of moving practitioners onto the same case management system
- Establishing refreshed governance and partnership arrangements which will be accountable for the delivering of whole system and service improvement

To build on these changes, the Council also worked with SCIE to develop a new Target Operating Model (TOM) for early help, which set out, through extensive engagement with stakeholders, the vision, structure, and ways of working for early help in the future and presented a financial business case for investment.

This TOM is now in the process of being implemented and is picked up by this strategy. The additional investment identified as necessary to improve early help – £2m in 2022 and £1m in 2023 – has also been agreed. A further £2m will be invested over the next 2 years through Public Health funding, to strengthen commissioned interventions, such as parenting support programmes and domestic abuse interventions and other vital changes.

5. Our Vision

The Vision for Early Help is:

Working together to give children, young people, and their families the best chance in life...

...so every child and their family gets the best start, enjoys, achieves and thrives in inclusive school and communities, are safe and secure, and have every opportunity to become successful young adults.

6. Best Chance Principles

We have determined five key principles that, alongside our core values will inform and influence everything that we do in early help, and all children's services. Every piece of activity that we have set out in this plan is consistent with these, and as we progress and develop our activity, we will consistently refer to these principles, which are as follows:

1. **"Putting services where children are"**: Reconfiguring our services to be rearranged around, and delivered through, the places that children are such as schools, community groups and closer to where they live.
2. **"Supporting residents to be the best parents, family members, and neighbours they can be"**: With parenting offers, peer support, volunteering, empowering community leadership, making the most of shared networks and infrastructures, appropriate engagement, skills and expertise.
3. **"Protecting our young people and vulnerable adults from exploitation and harm"**: Addressing adolescent vulnerability and tackling serious youth violence and

protecting our children from exploitation and radicalisation, offline AND online.

4. **“Making the most of our assets through stronger and better multi-agency working”:** By simplifying and joining up the ways we work that make sense to schools, children, families and communities – taking opportunities to integrate with health and voluntary sector. We will develop an outcome focused, collaborative approach to commissioning support for families, which we will develop and deliver in partnership with health, social care, other statutory partner, the VCS and communities.
5. **“Making best use of data, evidenced based practice”:** By using our shared data and collective intelligence, and evidence-based practice to deliver the best we can in challenging circumstances.

7. Our values

This strategy is underpinned by a common set of values, which define the fundamental standards which govern the behaviour of individuals within the Council and partner organisations working in early help. Our values are summed up in five words:

1. **Compassion:** Kindness and empathy at the heart of all we do
2. **Accountability:** To what we say, knowing when to support and when to challenge
3. **Respect:** Open, honest, and understanding of differing experiences, inequality and injustice
4. **Empowerment:** Change founded on trusted relationships, strengths, and early intervention
5. **Safe, Seen and heard:** Working in partnership to improve wellbeing, safeguard and protect and hear the voice of the child.

8. Strategic priorities

This strategy sets out a new direction of travel for the provision of Early Help services in Barking and Dagenham. In order to successfully deliver our ambitions, we have set six strategic priorities

1. **Start for Life, integrated Best Chance Family Hubs and networks.** To make this happen, key actions are:
 - Establish three Best Chance Family Hubs bringing key early help professionals together in the North, West and East of the Borough and develop Family Hub locality networks and Start for Life digital offer, enabling single access front door, and enabling families to tell their story once.
 - Invest in tailored breastfeeding services, infant and parental mental health, parenting programmers and outreach interventions in parental home, to give

vulnerable families the best start in life.

- Establish clear and joined up 0-5 pathway, with single gateway for accessing services
- Establish 0-5 vulnerable clinic, to enable earlier and multi-agency response being delivered to families, through lead professional and Team Around the Family.
- Develop teams around the school, providing tailored and holistic support to schools
- Launch the digital Start for Life and Early Help offer for services to provide families with the information they need

2. Identify and provide holistic support to families experiencing poverty. To make this happen, key actions are:

- Use data and insight to proactively identify and work with families experiencing poverty
- Lead professionals and teams around the family work with families facing multiple hardships to provide tailored support that is to include advice on housing, debt management, employment and training, and support as to mental health, domestic abuse, healthy lifestyles and parenting support.

3. Increase access to and the quality of Social, Emotional and Mental Health provision to children, young people, and parents. To make this happen, key actions are:

- Develop better preventative mental health support for children and young people through expanded mental health provision in schools, reducing waiting lists over time for CAMHS.
- Create a single integrated child and adult mental health offer, accessible through the Best Chance Family Hubs
- Improve social, emotional and mental health services for adolescents and those not current in school

4. Developing system-wide approach to tackling obesity amongst children and young people in LBBD. To make this happen, the key actions are:

- Ensuring a clear treatment pathway for overweight and obese children in LBBD
- Expanding Tier 2 weight management services in LBBD
- Making our Tier 2 weight management services more accessible to our diverse communities
- Ensuring that a Tier 3 specialist children's weight management service is in place
- Ensuring that we have a family focus to healthy lifestyles
- Making a healthy lifestyle fun and engaging for young people and children

5. Improve availability, quality, and access to support for children and young people with special education needs and disability (SEND). To make this happen, key actions are:

- Meeting our statutory responsibilities – timeliness and effectiveness – *providing a good service to families and schools and getting the basics right*
- Working closely together with families, children and young people (co-production) to provide the best possible opportunities and support
- Education / School specialist provision, supporting out mainstream schools to be inclusive and providing sufficiency of specialist provision where needed
- Continue to drive quality of education
- Improve access to Early help/ family support, through our Team Around the Schools approach and Family Hubs
- Improve access to specialist health support and training/ therapies
- Improve our pathways to adulthood – independence and employment

6. Develop nationally leading domestic abuse services which significantly increase the level of support available to people – including children and young people - at risk from domestic abuse. To make this happen, key actions are:

- Ensure that all early help workers are skilled in understanding and supporting victims of domestic abuse
- Build the capacity and skills within Best Chance Family Hubs to intervene early and provide support to families experience domestic abuse
- Invest in evidence-based parenting programmes aimed at reducing parental conflict and develop a continuum of support and intervention.
- Improve the governance, management oversight and alignment of domestic abuse structures, across the system.

7. Objective Six: Ensure that children and families are at the heart of decision about how Early Help support is provided.

Early help provision in Barking and Dagenham needs to build the right relationships and trust with children, young people and families to enable them to voice their concerns, share their views and be involved in agreeing support and plans that are right for their needs.

We will:

- Develop new Coproduction arrangements which involve children and families in the design, commissioning, delivery and review of Early Help services
- Ensure that practice, processes and planning engage, involve, listen and reflect the voice of the child, young person and family

8. Produce a refreshed integrated commissioning strategy and delivery plan, which ensures joined up and evidence-based commissioning of key early help services, with a priority focus on commissioning excellent services in the following areas:

- Parenting programmes
- Support for families experiencing domestic abuse
- Support for children and families with autistic spectrum disorder (ASD)
- Programmes to improve social, emotional and mental health outcomes
- Programmes to reduce to risk of exclusions and criminal exploitation and crime / disorder
- Interventions to reduce obesity in reception and year 6

9. **Improve pathways, local resources, and services to meet, in joined and integrated way, for children with SEND and disabilities, and especially those with ASD across health, education, social care and voluntary and community sector**

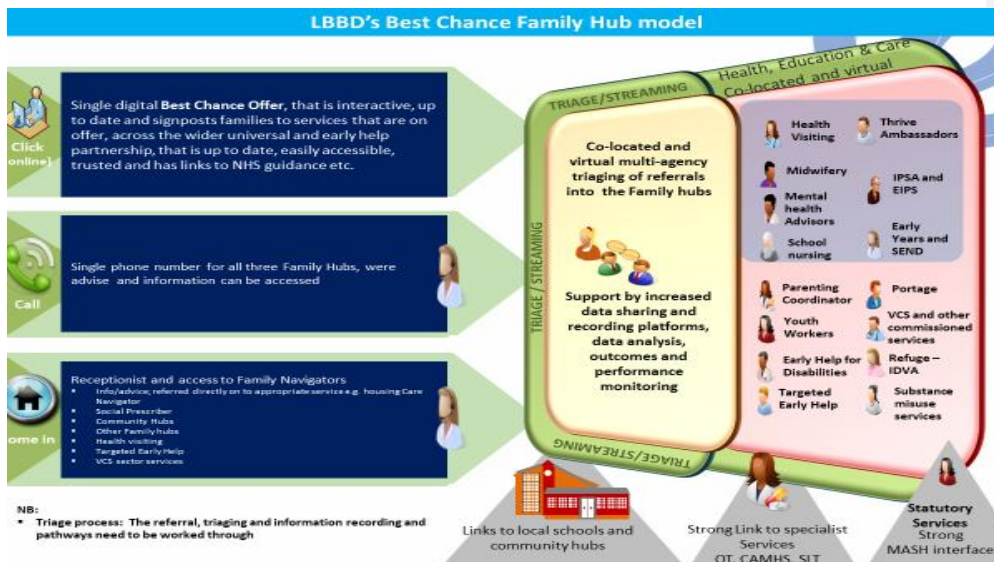
9. Enablers

The following enablers will create the conditions through which the ambitions for early help and our strategy priorities will be achieved:

Best Chance Family Hubs

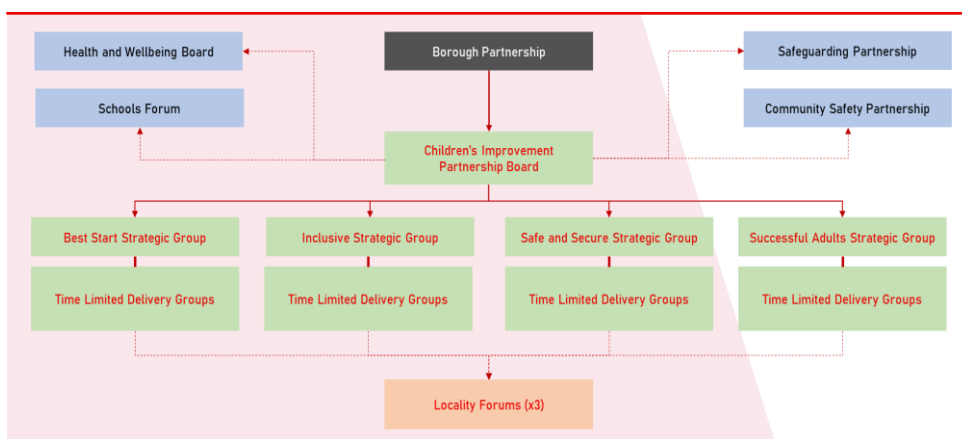
Early help will be delivered closer to where people live through the creation of three Best Chance Family Hubs in the North, East and West of the Borough and coterminous with the Primary Care Network and school's boundaries. The hubs will help to deliver:

- More seamless and coordinated support to families, reducing the hand offs and unnecessary delay
- Enable people to access early help more easily which helps to connect them to support in the wider community and build their resilience, reducing demand for more intensive services
- Bring together different professionals to create 'one team' of high performing workers who work to the same practice model, use the same language, and give people consistent support.
- The Best Chance Family Hubs will be part of a wider resident-focused community hubs which are being established across the Borough to act as flexible bases for a range of Council and partner services, including but not limited to money and debt, housing advice, health and wellbeing, learning, employment and skills. They will combine a standard universal offer and targeted support aimed at meeting specific local needs and form part of the wider Family Hub network. Intensive family support services, including specialist CAHMs, physiotherapy, youth work, domestic abuse and other essential services will be brought together, to create a virtual Borough-wide offer, that will be accessible through the Best Chance Family Hubs.



Leadership and governance

Our approach to ensuring system leadership over early help improvement will be driven through new governance arrangements, that will be implemented through the new ICS arrangements, at both the Borough and locality levels. The key body for driving forward this plan will be the Children's Improvement Partnership Board. This will be the leading forum for agencies working with children, young people and families in Barking and Dagenham to come together to set and agree strategy, including children's social care, NHS, the police, schools, VCS and probation.



The Children's Improvement Partnership Board, reports to the Health and Wellbeing Board and, when it is in place, the Borough Partnership and sits alongside the Safeguarding Children's Partnership, Schools Forum, and the Community Safety Partnership as drivers of change.

The Children's Improvement Partnership Board will mandate four Strategic Groups that will be mandated to deliver against the four priority areas, marshalling partnership resources and activity to achieve the desired outcomes. One of the Strategic Groups – the Best Start Group – will be responsible for the delivery of the Early Help Strategy, reporting upwards to the Partnership Board.

Locality Partnership Forums will be established across the three localities, consisting of Senior management from across the partnership, and including the VCS, Targeted Early Help, Education and Inclusion, Schools and Youth services, Early Years providers, Community Solutions, Health, the Police and children, young people and families and the Intensive Family Support service.

The purpose of the Locality partnership forums will be to:

- Have strategic responsibility for delivery of high quality, evidence based early interventions to improve outcomes for children, young people, and families and reduce the dependency of statutory services.
- Develop priorities for service development based on a shared assessment of local needs and community assets
- Develop and sustain integrated and productive partnership across the locality early help system
- Ensure that there is strong engagement with the voluntary and community sector and with families in developing the local early help offer.
- Link into the Team around the Area meetings to share intelligence and consider opportunities for increased integration.

Early Help and Best Start Offer

In the immediate term, we aim to publish our Early Help Offer **that has up to date information, in a service directory that** signposts families to services that are on offer, across the wider universal and early help partnership, that is up to date, easily accessible.

In the medium term, on securing capital investment, we plan is to create a leading-edge digital information platform, that will operate as our virtual front door, that will be intuitive to need, that will enable children, families and professionals to find all our Early Help and Start for Life services easily, and where appropriate, book onto courses and appointments.

This will be designed through extensive engagement with local families, including those with different cultural backgrounds and who do not speak English as a first language, and will operate as an online one-stop-shop to local early help. There too will be work undertaken to support families impacted through digital exclusion, working with Community Solutions to take forward.

Practice and workforce development

Delivery of early help requires effective working between professionals, across different organisation and the adoption a common practice approach, including an understanding of each other's role, responsibility, organisational culture, and values.

A common approach to practice, **based on a single practice framework** that encompasses our CARES values will support us to focus on how we can build on the strengths of families

Commented [KM1]: What is the practice framework that will be implemented across the system?

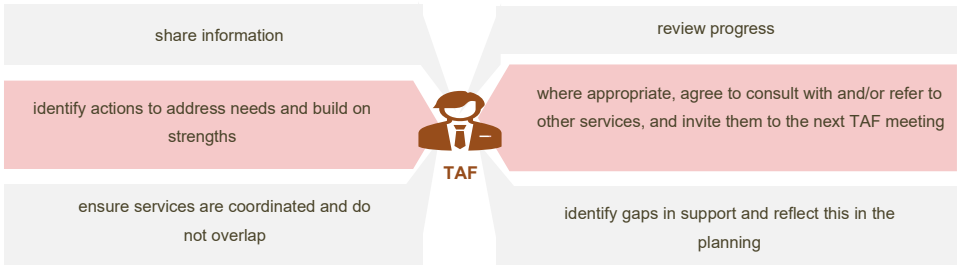
and build strong and trusting relationships. Our Practice Framework will be implemented across the wider Early Help system.

Lead professional roles will be established across the early Help system, reflecting national evidence and good practice. Lead professionals are named professionals who have been identified as the person who will be the family's main point of contact throughout the process. They are normally someone the family already knows, trusts and has a good relationship with. Lead professionals provide the family with advice, support and guidance throughout the process. They will work closely with the other agencies involved to organise the assessment, develop the plan and coordinate the support needed.

Commented [KM2]: This is a particular challenge and really does require clear strategic leadership across the Partnership to deliver

The Lead Professional will coordinate Team around the Family (TAF) meetings to discuss how additional needs can be met through coordinated action on the part of several partners, which will:

- Bring together children, young people, parents, and practitioners ensure a coordinated approach is implemented to support the individual or family's needs.
- Ensure parents/carers and children/young people have an equal role in agreeing their goals and the actions needed to meet them
- Ensure that the needs of parents/carers are recognised and that their central role in meeting the needs of the child/young person is acknowledged
- The parent or carer and, where appropriate, the child or young person should always attend the meeting.



Integrated systems

Data and insight will be brought together on interoperable platforms, meaning that all early help workers will be able to access the same information, and families won't be asked the same questions more than once.

Borough-wide and locality leadership forums will have access to integrated and whole family data which enables them to track and act on performance in relation to quality, experiences and outcomes.

Team Around the School

We will refresh, invest in, and refocus our schools offer, creating a wrap-around service that gives schools access to tailored, rapidly deployed, and skilled support. We will roll out vulnerable pupil clinics, which will bring professionals together to identify and support the children who are experiencing the greatest vulnerabilities. Family Navigators will be based in

each Best Chance Family Hub and provide the named contact for each school into the Hub and ensure that there is a coordinated response to each school based on their specific needs. THRIVE, which is an evidence-based developmental and trauma-sensitive approach supporting children, will be rolled out across schools, facilitated by the THRIVE Ambassador's linked to each Family Hub. Each locality now has a THRIVE Ambassador school which will be responsible for cascading learning and training other school teams in the THRIVE approach

Quality Assurance

A new quality assurance framework will be implemented across the service, to drive a consistent and high-quality approach to practice, underpinned by three questions:

Q1. Do we understand the child's lived experience?

Q2. Has the child's lived experience improved, and outcomes improved due to our involvement?

Q3. What impact have we had as a leaders, managers, and frontline practitioner?

As Leaders, managers, staff, and front-line practitioners, we will continuously ask ourselves the three CARES questions as part of our daily interactions, so to ensure we are reflecting our values, principles and practice approaches, in how we work on a daily basis and evidencing this in case recording, so there is golden thread running across all that we do.

Our questions are framed in context of:

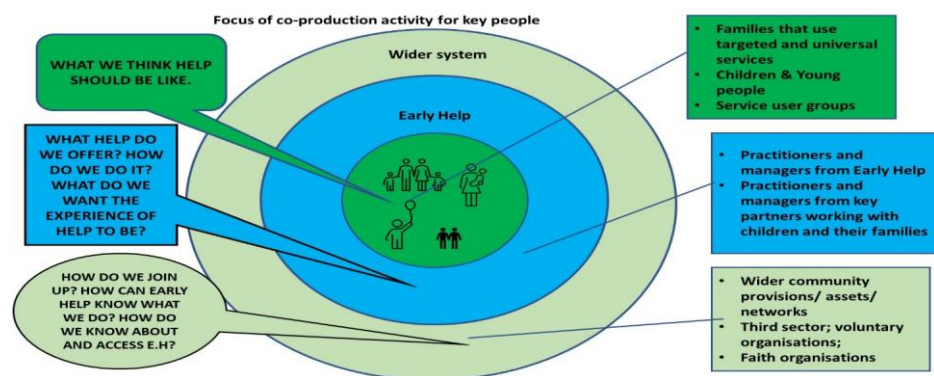
- Understanding the lived experience of the child/family (Assessment, direct work and reviews)
- Assessing the impact of our evidence bases and practice approaches is our - planning, intervention, visiting and direct work and reviews
- Evidencing the impact and outcomes achieved - case recording, child outcomes and management oversight, and quality assurance

Definition of child's lived experience

'What a child sees, hears, thinks and experiences on a daily basis and how this impacts their personal development and welfare whether that be physically or emotionally'

As practitioners we need to; actively **hear what the child has to say** or communicate, observe what they do in different contexts, hear what family members, significant adults/carers and professionals have said about the child, and to **think about history and context**. Ultimately, we need to put ourselves in that child's shoes and think 'what is life, like for this child?'

Coproduction and building community capacity



We will coproduce the design, commissioning, delivery, and evaluation of services with children, young people, and families. Initially, this will involve establishing a children's voice panel to contribute to the development of the Best Change Family Hubs, but we will expand user involvement further over the course of this strategy to strengthen and embed this at all levels in the system.

The diagram shows how coproduction is embedded into how we work with families across all of early help support.

We will come together and support our residents and communities to be more resilient so that they are able to do more for themselves, with the Best Chance Family Hubs becoming thriving hubs of community activity and connectedness. In developing Early Help support, will start acting as equal partnership with the voluntary and community sector, all pulling together across each partner organisation and sectors for the benefit of families and children in the borough.

10. Early Help Priority Outcomes

The successful delivery of the Early Help Strategy will result in better outcomes for children and young people living in Barking and Dagenham. Our Best Start Outcomes Framework, as shown below, sets out the impacts we must achieve for children and young people. Including a relentless focus on reducing inequality, informed by the Health and Social Care Partnership Plan outcomes, Children and Young Peoples Strategy, and the Strengthening Families Outcomes Framework.

The following are the key outcomes (shown in the Best Outcome Domain, below) which we must turn the curve on whilst considering local needs, with an associated Action Plan (See Section 11) which provides the areas of significant need, focus with the outcome and impacts stated for each. It is in the pursuit of these key areas of focus that we will make the difference to children, young people and the families of Barking and Dagenham.

Best Start Outcome Domains							
Best Start		Inclusive schools and communities		Success		Safe and secure	
Outcome	Measure	Outcome	Measure	Outcome	Measure	Outcome	Measure
Children and their families are physically and emotionally healthier	School readiness (% of children achieving a good level of development at the end of reception)	School attendance is good	Average of less than 50% attendance unauthorised for 2 consecutive terms	Adults and young people are supported to access employment, education, and training	% of young person who is NEET	Parent and young person's involvement in crime is reduced	Rate of children in need per 10,000
Children find the right support early help support at the right time	Proportion of women who receive a new birth visit within 14 days of discharge	The attainment gap for children with SEND reduces	% of children who are obese or overweight (Year Six)	Involvement of young people in serious crime is reduced	Number of first time and repeat entrants into criminal justice system	Children and families are safe from domestic abuse	Rate of child in care per 10,000
Child's developmental needs are being met, allowing them to make progress at a pace that is suitable for them	Number of step-up referrals to Children Social care services	Family happy that special educational needs being met, and school/ early years settings are providing adequate support.	At least a 30% improvement in attendance, with a minimum of 80% average attendance, over 2 consecutive terms	Increased number of young people in education, employment, or training	Serious youth violence incidents	Children are safe from abuse and exploitation	Validated outcome measure e.g., Family relationship quality tool
Child has the right support in place to make progress	Number of step-down referrals from tier 3 to Early Help	The child's mental health and/or wellbeing has improved	Reduction in permanent exclusions	Young person not involved in crime or anti-social behaviour	CRAFTT, ASSIST-lite, AUDIT and DAST-A (Drug Abuse Screening Test for Adolescents)-improvements in scores	No harmful parental conflict and improved family relationship	Young person must not have any offences, arrests, named suspect reports, or ASB for 6 months
Children are school ready	% of children who are obese or overweight (Reception)	Educational inequalities are reduced	Waiting times for CAHMs	Substance abuse use is reduced		More children grow up in families with financial stability	Domestic abuse incidents
	Take up of 2-year-old or 3–4-year-old entitlement, attending development check	Family/parents/carers feel better equipped to manage the child's mental health and well-being	Child's special educational needs not being met			Children and their families live in secure homes	Number of families requiring support with their finances or have unmanageable debt.
	Attendance at 2-year Universal Health Visitor Review		Access to parenting programme for those who need them				Number of families in temporary accommodation

11. Action Plan

Early Help Strategy – Action Plan				
Best Start Significant Areas of Need	Area of Focus	Outcome	Impact	Partners / Lead/s
Increased levels of children with learning difficulties	❖ Provide improved speech, language, and communication support to children of 2-4 yrs. ❖ Review and improve the pathway for 0-5s with ASD with better respite and parenting support	✓ Better support to parents earlier with children with ASD and disabilities	✓ Improved pathways for Parents offer a high quality of service and seamless support ✓ Children with ASD and disabilities have improved life chances	Health / Education / LBBD Family Support Services
Child's (0-5 yrs.) developmental needs are not consistently being met	❖ Effective multi-agency teams, which adopt the lead professional and team around the family approaches.	✓ Enhanced 'Home Start' style relationship-based support to families ✓ Improved therapeutic and support to families within their homes through enhanced visiting	✓ Child's (0-5yrs.) developmental needs are being met, increasing their readiness for school ✓ Families identified needs are being met earlier so preventing escalation of need and family breakdown	Education / Health / LBBD Family Support services / VCS services
A preventative, early help offer for families experiencing poverty, social isolation, and poor-quality housing	❖ Holistic services which help families with multiple and/or complex needs	✓ Enhanced 0 – 5 service offer for families including parenting programmes, domestic abuse/parental conflict interventions and neglect interventions	✓ Improved service accessibility for families reducing internal and external conflict and family breakdown ✓ Reduced escalation to statutory services at a Tier 3 / 4 level	LBBD Family Support Services / CSC / Housing / VCS services / DWP
High numbers of 0-5 children who are obese	❖ Services which help families and children tackle obesity	✓ Enhanced services which help families and children tackle obesity	✓ Reduced obesity in children 0-5yrs ✓ Children are healthier with reduced risk of developing longer-term health problems	Health / VCS services / LBBD Family Support Services

Commented [KM3]: Again, we need to ensure there is commitment and sign up to this

Early Help Strategy – Action Plan				
Inclusive Schools and Communities	Area of Focus	Outcome	Impact	Partners / Lead/s
Significant Areas of Need				
Children not adequately supported in making the transition from primary to secondary school.	❖ Development of wrap around targeted early help to schools	✓ Schools receive rapid and coordinated support from early help	✓ Children make successful transitions from primary to secondary school, achieving better educational attainment	Education / LBBD Targeted Youth / Early Help Services
Families with significant need not being adequately identified earlier and capacity constraints within health visiting and School nursing	❖ Evidence-based programmes to improve social, emotional, and mental health outcomes	✓ Re-procurement of Health Visiting and School Nursing Service to ensure that is sufficiently resourced to support the growing level of need in the borough	✓ Families in need can be identified earlier with access to support services ✓ Increased capacity within Health Visiting and School Nursing provision	Education / Health / VCS / LBBD family services
Insufficient availability of therapeutic programmes for children aged 5 – 9	❖ Evidence-based programmes to improve social, emotional, and mental health outcomes	✓ Enhance offer to support children with social, emotional, and mental health needs 5-9yrs.	✓ Children are more resilient to life events, with better mental health in childhood leading to reduced mental distress and associated risk-taking behaviour	Health / Education / VCS mental health providers
High levels of young people with mental health conditions	❖ Increasing social, emotional, and mental health input into schools to prevent more people requiring specialist CAHMs	✓ Increase the offer of earlier mental health support, that will support a reduction in waiting times for CAHMs, including mental health advocacy in schools	✓ Young people have access to mental health support earlier reducing the potential for more serious long-term issues arising. ✓ Increased educational attainment and ability to develop positive social relationships with peers and family	CAMHS/ Education / Health / LBBD Early Help targeted services

Early Help Strategy – Action Plan				
Successful Young Adults Significant Areas of Need	Area of Focus	Outcome	Impact	Partners / Lead/s
High levels of 16–17-year-olds not in education, employment, or training	❖ Improved support services within schools focused on improving educational attainment	✓ Reduction in exclusions and suspensions	✓ Young people have increased opportunities for engagement in higher education, employment and or training	Education / LBBD Targeted Youth / Early Help Services
High numbers of young people at risk of crime – including gangs, serious violence and weapons carrying, or involved in harmful risk-taking behaviour	❖ One to one mentoring to young people to develop role models and friendships	✓ Reduced involvement in gangs, serious violence, and harmful risk-taking behaviour	✓ Reduced community nuisance and criminal behaviour ✓ Young people can develop positive friendships avoiding involvement in harmful risk-taking behaviours	Youth Justice services / Youth Work / VCS youth services
Poor planning in place for some families to support them in making transition to adulthood	❖ Improved adult substance misuse services taking a family wide approach on complex issues	✓ Improved support for adolescents to ensure they develop healthy relationships within the family environment.	✓ Young people positively transition into adulthood with a good level of resilience to life events ✓ Increased healthy relationships maintained within families	LBBD Family Services / VCS Youth Services / Substance misuse services
High numbers of young people identified as at risk of, or experiencing, criminal exploitation	❖ Youth worker input into schools to provide more immediate and preventative support to young people who are at risk from criminal exploitation	✓ Delivery projects which take a community development approach to meeting the challenges of youth safety, crime, and risk, by maximising existing social and cultural capital.	✓ Reduced number of young people entering the criminal justice system and/or those at risk of exploitation	Youth Justice services / Youth Work / VCS youth services
Significant gaps in service provision and support for 11–17-year-olds experiencing mental health conditions	❖ Providing high quality support to help prepare young people for adulthood, especially those with SEND and more complex needs as they transition into adult services.	✓ Improved mental health and behavioural support to young people who are at risk from harmful behaviours and long-term mental health issues	✓ Improved life opportunities for young people identified as having SEND and complex needs, including positive transitions to adult services	CAMHS/ Education / Health / LBBD Early Help Targeted Youth services

Early Help Strategy – Action Plan				
Safe and Secure Significant Areas of Need	Area of Focus	Outcome	Impact	Partners / Lead/s
Insufficient support available to families experiencing parental conflict/domestic abuse who want to stay together and services to provide safety for the family including those from the LGBTQIA+ and BAME communities	❖ Developing first class domestic abuse services	✓ Enhanced wrap around support to families experiencing or at risk from domestic violence – ensuring that all can access services – victim/survivors, child victim/survivors and perpetrators – developing a suite of options in our toolkit to enable the building of a bespoke response	✓ Children and young people are safe from domestic abuse ✓ Families stay together in a safe and supportive environment ✓ Improved life chances for young people who suffer oppression and targeted prejudice	Domestic Abuse focused services / VCS community services for those from the BAME and LGBTQIA+ communities
Harmful levels of parental conflict i.e., when it is frequent, intense, or poorly resolved	❖ Family Group Conferences to resolve parental child conflicts	✓ Improved family relationships between parent and child	✓ Families are in less conflict with the ability to build resilience to key life transitions and events	LBBD - CSC / Targeted Early Help Services / Family support services
Insufficient provision of services for perpetrators to support them to change	❖ Improve access and range of services available to perpetrators	✓ Improved support around young people involved in criminal exploitation, serious youth violence and high risk-taking behaviours	✓ Young people can access robust support services to reduce and eliminate risk-taking, violent, and harmful behaviours	Youth Justice services /VCS services / Specialist therapeutic services
Insufficient support available to support those at risk of homelessness and lack of affordable high-quality housing	❖ Improved access to housing services and secure accommodation for homeless families	✓ Improved housing advance and homelessness services,	✓ Families and their children live in stable, safe, and secure homes	Housing / LBBD Family Services / DWP / VCS support services i.e., CAB, debt management etc.