

# livery

Monitoring and Review

Voice of the Child Analysis of Need

**National Policy** 

Eg Working Together

Aligned local strategies,

eg Council Plan, Health & Wellbeing Strategy

Wolverhampton's Children, Young People & Families Plan 2018-2022 "Engaging with families as early as possible to enable them to provide a safe, stable and nurturing environment in which children and young people can thrive".



#### Children & Young People

Are physically and emotionally healthy

Are resilient and able to learn well

Are supported by their families and communities and - when necessary - by professionals to thrive and be successful

Are active participants in the design and review of services offered to them as individuals or groups



Are supporting one another in their communities

Know where to get help if they need it

Have trusted relationships with practitioners, neighbours and other parents

Are well informed about how best to help their children develop, and motivated to make great choices

Will raise and achieve their aspirations for employment, education and training



#### Communities

See it as their collective responsibility to support parents, children and young people.

Are providing sustainable support through individuals, community groups, business and voluntary organisations

Are understood and valued by practitioners as being part of the solution



#### Practitioners

Focus first on families and their strengths

Work closely with families to understand what they need, and build trusting relationships

Have a shared vision and understanding of outcomes and success

Are skilled, knowledgeable and are co-creating and codelivering approaches that work

#### Work to families' strengths -

especially those of parents and carers and take the time to understand their needs fully;

#### Work together across the whole system

aligning our resources so we can best support families and do what needs to be done when it needs to be done

#### Focus on preventing problems

before they occur and offer flexible responsive support when and where it is required;

#### Base all that we do on evidence

of both what is needed and of what works and be brave enough to stop things that are wrong;

#### Build the resilience

of parents, children, young people and communities to support each other;

#### Be clear and consistent about the outcomes

we expect, and judge what we do against them





#### Supporting Families Pathway

#### Early Years

Health Professionals

Special Educational Needs and Disabilities

#### School Age

Teachers

School Nurses

Headstart

Attendance Service

#### Young People

Youth Support Services

Youth Offending

Vulnerable Young Persons Service

#### **Families**

Strengthening Families Hubs
Parenting Programmes
Families In Focus

Monitoring, Review, and the Voice of the Child (feeding back into drivers)

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#### The Wolverhampton Vision



Whilst most children, young people and their families in Wolverhampton are able to have a good quality of life with minimal additional support from public services, there are some who find life more difficult for a variety of reasons. At different times in their lives, children, young people and their families in these circumstances may need additional support and help from universal, targeted and specialist services. There is national evidence that helping families as early as possible and providing support at the right time can reduce the likelihood of problems escalating (and the need for more serious interventions) and improve long term outcomes for children, young people and their families, enabling them to move on from difficulty and lead happier and healthier lives.



The Early Help Strategy takes into account Wolverhampton's Joint Strategic Needs Assessment (JSNA). There are also linked priorities and shared expectations in other local strategies such as the Children, Young People and Families Plan and the Council Plan\*.

The overarching Children, Young People and Families 10 year Plan, 2015 to 2025 identifies 4 priority areas and outcomes that the Wolverhampton Children's Trust must tackle;

#### Child poverty

Children, young people and their families living in poverty have improved health, increased access and achievement in education, are in employment, live in better housing conditions and are more financially stable.

#### Education, training and employment

Children and young people are well prepared when they start school, engage early with schools, make good progress at school, regularly attend school, attend good quality schools, at 16-18 years are in education, employment and training and have parents who are in paid work.

#### Family strength

Families experience less domestic violence, fewer parents, children & young people misuse substances, parents have better parenting skills and are more resilient, fewer parents have mental ill-health, fewer children and young people are subject to neglect.

\*Link: http://www.wolverhampton.gov.uk/CHttpHandler.ashx?id=2264&p=0



#### Health

Fewer children are obese, infant mortality is reduced, fewer children and young people have mental ill-health and fewer children & young people misuse substances.

Wolverhampton's Corporate Plan Objectives include **Strengthening families where children are at risk**:

- Targeting effective early help and support will strengthen families, keep children and young people safe and improve their life chances.
- ensure that children and families have swift and co-ordinated access to the right services at the right time
- achieve positive and sustained change by working with the whole family
- safely prevent family breakdown by supporting children and families

In Wolverhampton "Early Help is about engaging with families as early as possible to enable them to provide a safe, stable and nurturing environment in which children and young people can thrive".

We believe that every child should have the opportunity to reach their full potential and that children and young people are best supported to grow and achieve within their own families where it is safe to do so.

By working together, we will develop flexible services that are responsive to children, young people and families' needs, and provide the right level of intervention at the right time. This will support a shift of focus away from managing short-term crises towards effective intervention and support for children, young people and their families at an earlier stage.

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# Wolverhampton's principles of Early Help

We are committed to the following principles that inform the way we work with children, young people and families:

- As soon as any professional is aware that a child/young person has any additional needs he/she will talk to that child and their family and offer advice and support to meet that need
- Practitioners will work together and with the family to meet additional needs
- Families will be empowered to identify their own problems, needs and solutions. In most cases, outcomes for children and young people will only be improved by supporting and assisting parents/ carers to make changes
- A Lead Professional takes into account and includes wherever possible a whole family assessment and agrees one family plan
- We will offer support and services to help families find their own sustainable solutions. Once improvement is made, support will reduce or end so as not to create dependence
- Our aim is always to build resilience in children, young people and families and the capacity to overcome their own difficulties for the remainder of their lives

Early Help in Wolverhampton is the point at which the services offered to every child (universal) no longer supports the individual to reach their full potential. Early Help can be delivered at both a single agency and multiagency level in accordance with the Wolverhampton Safeguarding Children's Board thresholds to support document.

#### We will ensure that we ....



# Work to families' strengths -

especially those of parents and carers and take the time to understand their needs fully;



## Work together across the whole system

aligning our resources so we can best support families and do what needs to be done when it needs to be done:



# Focus on preventing problems

before they occur and offer flexible responsive support when and where it is required;



## Base all that we do on evidence

of both what is needed and of what works and be brave enough to stop things that are wrong;



#### Build the resilience

of parents, children, young people and communities to support each other;



## Be clear and consistent about the outcomes

we expect, and judge what we do against them.

#### Success will be...

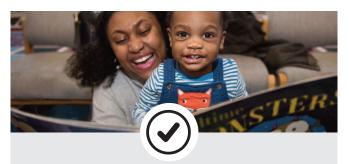


#### Children & Young People

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review of services offered to them as individuals or groups



#### **Parents**

Are supporting one another in their communities

Know where to get help if they need it Have trusted relationships with practitioners, neighbours and other parents

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Will raise and achieve their aspirations for employment, education and training



#### Communities

See it as their collective responsibility to support parents, children and young people

Are providing sustainable support through individuals, community groups, business and voluntary organisations

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#### **Practitioners**

Focus first on families and their strengths Work closely with families to understand what they need, and build trusting relationships Have a shared vision and understanding of outcomes and success

Are skilled, knowledgeable and are co-creating and co-delivering approaches that work

# Wolverhampton's Early Help Framework



The effective delivery of Early Help in Wolverhampton is underpinned by eight components: **Guidance**, **Assessment**, **Support**, **Access**, **Workforce Development**, **Insight**, **Influence and Co-production**, **Governance and Performance Management**.

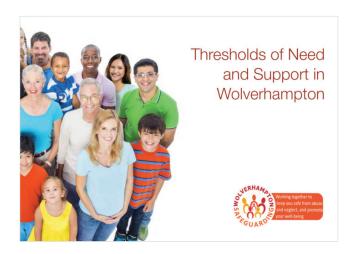
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#### Guidance

## WHAT'S WORKING WELL

Revision and implementation of the threshold model in December 2017 emphasised the role of partner agencies in supporting families earlier.

The Wolverhampton Thresholds Document prompts practitioners to consider the whole family situation and all the related concerns. Sources of advice, support and information are also provided. It is consistent with the latest government guidance Working Together, particularly in relation to multi-agency working. This threshold guidance clarifies the circumstances in which a response from a range of Early Help services may be appropriate.





# Wolverhampton Thresholds of Need and Support Framework Thresholds

# Early Help Additional needs have been identified that requires a Lead Professional to coordinate support. This could be Single Agency or Multi-agency. Follow the supporting families pathway. Specialist Support There is evidence of actual impairment to health and development, or of actual /likely significant harm. Statutory co-ordination is required.

Professionals will assess children to ensure that their general needs are met.

Requires a coordinated
Lead Professional response from
universal settings, including where
needed support from a Strengthening
Families Worker or where needs are
more complex led by a
Strengthening Families Worker.

Requiring a specialist response by a Social/ specialist worker where the child is in need or at risk.

Early Help is not about specialist services for children, young people and their families. Specialist services are there to support families who are experiencing significant difficulties e.g. social care services for children who are at risk of harm. Early Help is about stepping in to prevent escalation of children, young people and families needing any sort of specialist service. Early Help is about providing lower level services at the right time to meet family's needs and to keep them in control of resolving their issues and problems.

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#### **Assessment**

#### Early Help Assessment (EHA)

When there are early indications that things are not going well, Early Help is about engaging a child, young person, parent or family in a conversation about how to get things going well again.

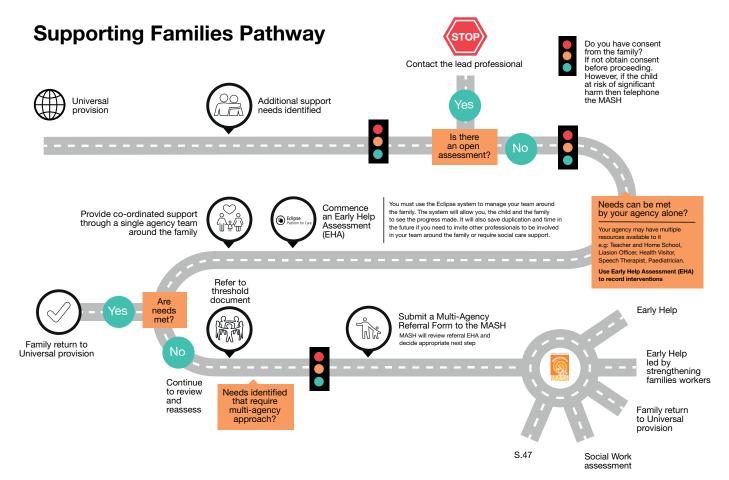
Taking a whole family Early Help approach through an assessment means that:

- all aspects of life home, work, school / college, social / community and health and wellbeing are taken into account
- the whole person/whole family situation and what matters most to them is understood
- the impact of what's not working well on all family members is understood
- a family's strengths are recognised and built on

- families are encouraged to access community resources and support independently
- a person's readiness to change is recognised so that support is offered at the right time
- practitioners' expertise, judgement and advice are recognised
- the EH assessment can be used to coordinate support from partners as part of the agreed plan
- one form can be used for the whole family

In Wolverhampton Early Help is delivered in two ways:

- 1 Early Help single agency response is the term used to describe where additional needs have been identified that require support; where support can be offered by a single agency co-ordinating a plan where they have control of the resources to fulfil that plan. All agencies and organisations are expected to complete an Early Help Assessment and record this within Eclipse.
- 2 Early Help multi-agency response is the term used to describe where additional needs have been identified that require support; where resources outside of a single agency's control are required to fulfil the plan. In these situations, the Supporting Families Pathway must be followed.



The **Supporting Families Pathway** (see above) ensures a timely and co-ordinated response to support for families. It also ensures that support is provided to agencies and that the right Lead Professional is identified to take forward any multi-agency response that is required.

#### **Eclipse**

Eclipse is the agreed partnership IT system that supports effective identification of help and support required, outcome based planning and review of progress. Eclipse provides a vehicle to work in a joined-up way with partners and share information securely.

#### WHAT'S WORKING WELL



The Eclipse System provides a way of recording the assessment of needs and support offered. Starting the Early Help Assessment will ensure effective information sharing and will help to evidence the progress made. It will also save duplication and time in the future if you need to invite other practitioners to be involved in the Team Around the Family. The tools we use will be integrated into Eclipse and assessments, plans and referrals can be shared appropriately. We will use Eclipse to manage and monitor the effectiveness of outcomes for children, young people and families.



#### Support for Families: Early Help across the system

"Local agencies should have in place effective ways to identify emerging problems and potential unmet needs for individual children and families. This requires all professionals, including those in universal services and those providing services to adults with children, to understand their role in identifying emerging problems and to share information with other professionals to support early identification and assessment".

Working Together 2015

#### Examples of Early Help in Action

Think Family Champions. Think Family Champions are employed through the Voluntary Sector. The role of the Champions is to support adult facing organisations to embed a 'Think Family Approach' by using the Early Help Assessment tool when supporting families if a multi-agency approach is required. There are 6 champions who are locality based and have a link to a Strengthening Families Hub enabling them to access information, guidance and support.

The WAY, Youth Zone offers a predominantly universal and open-access service, open 363 days a year outside of school opening hours for young people aged 8-19 (25 with a disability) to attend voluntarily. In addition to the universal offer, they have targeted projects for specific needs. These currently include a mentoring programme, outreach programme, employability programmes and work in partnership with other services and providers as required to support the needs of local young people.

A comprehensive **Parenting Programme** is currently in development to ensure that all parents and carers of children and young people aged 0-19 can access support, information, education and skills training around parenting. In particular, the intention is to commission programmes to prevent issues escalating

Joint working arrangements have been agreed with the **housing support service** and a pathway developed that ensures parents are supported with housing issues at the earliest possible opportunity and seeks to reduce the number of families ending up in bed and breakfast accommodation. In addition to this members of the housing team have been trained in the use of the Early Help assessment to support them in beginning an assessment and ensuring all the needs of the family are captured at the earliest opportunity. Wolverhampton Homes Staff will colocate within the Strengthening Families Hubs in April 2018.

Early intervention has been successful in securing resources through the Youth Employment **Initiative** which aims to get 16-29-year olds into training or employment. An impact worker has been allocated to work intensively with identified families and is supported by eight champions within the Strengthening Families Hubs.

'Wolverhampton Workbox' acts as a one stop hub, forming part of the wider Skills and Employment Action Plan to tackle unemployment in the city. It provides an intensive local support system, bringing closer working with other public services, including troubled families, youth offending, leaving care services, public health, mental health services and Wolverhampton Homes, to ensure more vulnerable residents and tenants are also given opportunities.



It is clear that by working together agencies can significantly improve outcomes for children, young people and families and be much more efficient. Evidence has shown that a multi-agency approach is needed to identify vulnerable families early and effectively. Much of our work is undertaken with the same families, whether at the same or different times within their lives. Combining our efforts is the only way to work effectively with them.

We know that, often, demand for services is highest for households with a number of complex and high-level needs. A number of these households will also contain a large number of our most complex families or those families likely to become 'troubled' in the future. It is an integral part of our Early Help Strategy that we seek not only to identify and reduce the demand from these households but that we reduce the demand presented by households which would likely have increasing needs in the future without intervention and prevention.

The Early Intervention Foundation and Department for Communities and Local Government (DCLG) has developed an Early Help Maturity Matrix\*and following an initial self-assessment it was found that Early Help in Wolverhampton was still 'developing'; some families get support that helps them when they need it, however, there continues to be demand for late intervention services and some families remain 'hard to reach'.\*

Building a mature early help system means transforming the way professionals work with each other and with families, and developing the right culture, systems and behaviours that support delivery of the model across the partnership. We are developing ways of working that will strengthen families at the earliest stage, making positive changes and building resilience to prevent problems from arising or escalating.

Link: https://www.gov.uk/government/publications/ troubled-families-early-help-service-transformation-maturity-model



Services, support and activities at your fingertips

#### Early Help Support for Practitioners On Line Offer - Wolverhampton Information Network (WIN)

In order to help families and practitioners across the partnership understand the wide range of information and services available, we will build on the Wolverhampton Information Network (WIN) website as a central portal to bring information together. WIN, is a free online localised search directory that is available 24 hours of the day - 7 days a week. The directory contains details about support services, helpful information and activities that take place in the City. Aside from the records, there are a host of advice pages, links and details of local and national organisations that can assist children, young people and families. An Early Help Service Offer which covers the wide-range of services offered across the partnership will also be available.

Supported by universal services, largely within the education and health system, the majority of children and young people in Wolverhampton live happy, healthy and fulfilling lives. However, for a few, there are times when a little bit of additional Early Help can make the difference. This can support and enhance their skills and resilience to cope, rather than waiting until a problem becomes so bad that more specialist interventions are required and the wait results in long term detrimental impact. Universal Services should make use of the services available to prevent escalation of need wherever possible by signposting families i.e. foodbanks, activities etc or, where they are the Lead Agency, inviting others to be part of the Team Around the Family i.e. benefit advice, mentoring etc.

WIN website address: http://win.wolverhampton.gov.uk

#### Locality Partnership Groups

The locality approach will be based on a detailed understanding of local future need and existing providers supported by strong stakeholder engagement throughout. Each community is different and while the principles of the approach will be the same, the solutions may differ.

The Purpose of the Early Help Partnership Group is to:

- determine the locality profile based on current data and intelligence
- identify unmet needs and gaps in provision from the group's perspective within the remit of Early Help
- agree and own an integrated action plan based upon the above and outlining activities for a partnership approach
- ensure that each partner meets their identified obligation regarding the plan and has accountability for delivery
- develop and monitor the action plan

#### **Locality Surgeries**

One of the key functions of the Strengthening Families Hub is to provide guidance and support to agencies in supporting families. Monthly surgeries are held in each locality where practitioners can seek advice, particularly where step-up or a change of lead professional is being considered. Where needs are relevant to the Strengthening Families criteria but multiple or complex and progress is stuck, the use of locality surgeries has been implemented to take a more focused and holistic view of the problems. This may result in identification of gaps in provision or significant barriers to outcomes being met which can then be addressed through collaborative solutions and if necessary commissioning or procurement through Strengthening Families resources.

Find your local surgery:

http://win.wolverhampton.gov.uk/kb5/wolverhampton/directory/results.page?qt=locality+surgery&term= &familychannel=4\_7&sorttype=relevance

#### Duty

Strengthening Families Early Intervention Teams operate a duty system, Monday - Friday 9am - 5pm. Partners can contact the Duty Worker for advice, information and signposting to enable them to provide support to families and prevent the need for escalation.

Children, young people and families should experience seamless pathways on their journey through support and provision. Entry and exit from services providing support for families with complex additional

needs should be straightforward, particularly in relation to those who no longer meet the criteria for specialist services. We need to ensure that our assessment and referral processes are clear and that 'step-up/step-down' arrangements are coherent and subjected to quality assurance protocols.

The Multi Agency Safeguarding Hub (MASH) is the single point of contact for all safeguarding and early intervention concerns/requests for support regarding children and young people in Wolverhampton. It brings together expert professionals, from services that have contact with children, young people and families, making the best possible use of their combined knowledge and information to keep children and young people safe from harm.

#### The MASH is split into two elements:

- 1 Front door Initial Contact and Triage
- 2 The MASH Information Gathering for Safeguarding Referrals

#### **Frontdoor Initial Contact** The MASH Information and Triage **Gathering Hub** Initial Referral Officers - Social Work Unit Managers both for Early Intervention/ (covers both elements) Social Care Early Intervention Police Early Intervention Delivery Health Manager Metal Health Social Work Unit Manager Housing Recovery Near You Probation Wolverhampton Homes

Referral to MASH is via the online Multi-Agency Referral Form (MARF) https://marf.wolverhampton.gov.uk/.

It is expected that where there is an existing Early Help Assessment this will accompany any referral for support from specialist services unless there is immediate risk to a child that requires an urgent response. If any professional believes a child is at risk of significant harm, they must ring their concern through to the MASH on 01902 555392.

On receipt of a referral for support utilising the eMARF (Multi-Agency Referral Form) this may result in one of the following outcomes:

- An Early Help assessment is required and referrer is requested to initiate this assessment
- A Strengthening Families Worker will become involved to support or lead the plan; unless, the MASH determine that further work is required at the Early Help - single agency response
- A specialist assessment to be undertaken by Social Care

A decision will be taken within 24 hours as to the most appropriate response. The referrer will receive written notification of the decision taken within 3 working days

#### Step Up

Where cases 'Step Up' from universal services, Strengthening Families Hubs will lead on the multi-agency Supporting Families Pathway until completion of the first Team Around the Family (TAF) meeting. This will include convening a family meeting.

At the first TAF meeting it will be decided who will lead the TAF going forward. In the majority of cases one of the agencies already involved will lead the TAF but in certain circumstances the Strengthening Families Hub will take the lead. This may include situations in which:

- Domestic violence is a feature of the case at Barnardo's scale 2 or MARAC
- The family meet two or more of the troubled families' criteria
- The toxic trio (domestic violence, substance mis-use and mental health) are a feature of the case
- Step-down from Specialist support
- Where child sexual exploitation and youth violence are a feature of the case

This is not an exhaustive list and each case will be assessed individually.



Development of the new front door that includes prevention and Early Help - linking this closely with the Multi-Agency Safeguarding Hub (MASH) has meant that over 50% of all referrals into Early Intervention originate within the MASH, which demonstrates that through joint triaging families can access support at an earlier stage rather than being diverted away until the threshold for statutory work services is met.

Where cases are led by another agency a Strengthening Families worker may remain as part of the TAF to deliver a specific piece of work as part of the plan e.g. boundaries and behaviour.

In some circumstances the TAF, as part of the reviewing process, may feel that the Strengthening Families Hub should take on the lead role for the TAF. This may be the case where:

- There is a significant change in circumstances
- Three reviews have taken place and no progress has been made with the plan

#### Step Down to Early Help

Early Help is part of the continuum of provision and support. Children and young people can step down to Early Help following review and assessment of ongoing risk from a social work assessment, where there has been a child in need plan, a child protection plan and including where some children and young people may return home from local authority care with Early Help support. Stepping down refers to the process of passing a family from an intensive or statutory led assessment or co-ordinated support plan to other more appropriate support services generally within universal, Early Help and Targeted services. The step-down process will be led by a social worker with consent from the child and family. It is important that there is clear communication and good co-ordination that enables a new support plan to be agreed with the child and family and an effective handing over of the lead professional role. The role of the social worker in helping to outline how the concerns have been addressed and agreeing new outcomes is vital to a successful and sustainable new coordinated Early Help plan.



Clear processes with 'challenge and support' opportunities have been developed to step cases "up" and "down" threshold levels (ensuring cases are appropriately monitored and are managed at the appropriate threshold).

#### Workforce development

Delivery of Early Help requires effective working between professionals and between services including an understanding of each other's role, responsibility, organisational culture and values. We will develop a programme of multi-agency learning and development to strengthen and enhance the Early Help offer, to build on the delivery of evidence-based practice. This includes:

- Awareness raising to ensure that the thresholds relating to risk are clearly communicated and understood between professionals so that families can move between Early Help and specialist statutory intervention at the right time.
- Information sharing and conversations between professionals to identify families who would benefit from Early Help
- Implementing whole-family approaches and undertaking strengthsbased assessments of families including effective conversations and engagement with children, young people and families
- Holding and managing risk
- Embedding evidence-based approaches across the partnership
- Developing on-line resources for practitioners about evidence-based approaches and interventions

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#### Insight, influence and co-production

We are considering more innovative and creative techniques such as youth forums, web based Internet surveys, videos, peer-support systems, informal workshops and champion schemes to engage children, young people and families to develop a greater insight into 'what works' and this undoubtedly delivers better outcomes. The voice of children, young people and families is vital in delivering our Early Help Offer. Understanding what it is like to be a child or young person in Wolverhampton and what the day to day challenges are that families face provides a constant flow of ideas, thoughts and feelings that will drive decision making and ensure 'sensible' intervention that looks right at a community level.





#### Commissioning

We recognise that effective commissioning cannot be achieved in isolation. Collaboration with all stakeholders including other key services such as adult services, public health, housing and NHS partners is necessary if we are to achieve shared outcomes and a wider system of effective service delivery. We want to build on the collaborative approach seen through Early Help provision and stakeholders working together. This will support the development of a more integrated system of support, promote innovation and improve sustained and embedded outcomes for families in their communities. There is no doubt of the importance of social value to the commissioning of Early Help. particularly in relation to the social and economic elements, consideration to the wider benefits of Early Help will be key in future commissioning models.

The development and delivery of Early Help in Wolverhampton will be dependent on a more tactical approach to commissioning by further working with partners and stakeholders and realising the potential of funding from other sources. Commissioning for Social Value ensures that maximum benefit is derived from every pound of public money spent. Cost benefit analysis will need to be programmed into the business case for commissioning. To further develop and maximise the benefits of collaborative or joint commissioning a 'maturity' assessment will be undertaken in conjunction with key stakeholders.



Joint work led by the Clinical Commissioning Group is well underway in the production of a new model for the provision of emotional health and wellbeing services. The new model aligns CAMHS specialist services more closely with the Strengthening Families hubs, meaning that children, young people and their families will be able to receive support closer to home and that providers are able to work in a more joined up way. CAMHS link workers will be employed to work closely with Tier 2 emotional health and wellbeing services and ensure that children and young people who need specialist services can access these quickly. These link workers will also assist children and young people transition into community based services as specialist support is no longer required.

#### Governance

The Children and Young People's Partnership has overarching responsibility for this strategy. Performance will be managed through partnership structures and in turn the Children and Young People's Partnership will be accountable to the Health and Well Being Board. Quality Assurance and challenge will be provided via the Strengthening Families Board.

Individual agencies will be responsible for meeting their own performance management arrangements which the partnership expects will incorporate targets for delivering the wider strategy and meeting shared key performance indicators (KPIs) and outcomes.



#### Performance management

Our developing systems approach to Early Help will make further demands on our partnerships and we have adopted the Early Intervention Foundation's Maturity Matrix Assessment Tool https://www.gov.uk/government/publications/troubled-families-early-help-service-transformation-maturity-model to deepen our understanding of where we need to improve our system and collaboration to deliver better outcomes. This annual self-assessment will ensure that we maximise our ability to work together for children young people and families. The Early Help Maturity Model is designed to enable local areas to assess the maturity of public service transformation in early intervention and support for complex families. It is a practical tool to help local areas evidence and assess their performance against six strands:

- The family experience of transformed services
- Leadership
- Strategy
- Culture
- Workforce Development
- Delivery structures and processes

#### Priorities for 2018 - 2020

**VISION** "Early Help is about engaging with families as early as possible to enable them to provide a safe, stable and nurturing environment in which children and young people can thrive".

#### **Overarching Priorities**

**Child poverty -** Children, young people and their families living in poverty have; improved health; increased access and achievement in education; are in employment; live in better housing conditions; are more financially stable.

**Education, training and employment -** Children and young people are; well prepared when they start school; engage early with schools; make good progress at school; regularly attend school; attend good quality schools; at 16-18 years are in education, employment and training; have parents who are in paid work.

**Family strength -** Families experience less domestic violence; fewer parents, children & young people misuse substances; parents have better parenting skills and are more resilient; fewer parents have mental ill-health; Fewer children and young people are subject to neglect.

**Health -** Fewer children are obese; infant mortality is reduced; fewer children and young people have mental ill-health; fewer children & young people misuse substances.

#### 2018-2020

#### Children

# Bring about change by understanding what life is like for the child

Any plan that is devised should always answer the question what difference does this make to the child?"

#### **Parents**

#### Embed the whole family approach

all services will consider the impact of influencing factors from significant family members on the presenting needs of a child and how these can be addressed in any plans developed.

#### **Practitioners**

# Embed the use of Early Help processes and tools across the whole system

effective support can only be offered through robust assessment and analysis. The Early Help assessment provides a tool that supports the identification, understanding and coordination of effective support.

#### **Wider Community**

#### Develop communities as assets -

Continue to build on programmes such as parent champions which support and sustain families within their local area rather than requiring services.

#### 2020-2022

# Children & Young People are active participants in the design and review of services offered to them as individuals or groups - Whether an individual plan of support or offer of wider

individuals or groups Whether an individual plan of
support or offer of wider
services, children & young
people will be consulted on their
views and this will be evident
within design and delivery.

# Ensure parents have the skills, confidence and networks to parent - All partners will seize every opportunity to support families in their role as parents. Partners will work together provide the right support, at the right time. There will be a range of self-help and support options available.

integrated locality support service to provide targeted Early Help to children and families - Services are within or aligned to the Hub and support our Early Help offer, through reshaping specifications, and identifying opportunities to recommission on a shared basis.

Development of an

# Develop an integrated locality support service to provide targeted Early Help to children and families - Build the capacity of parents, carers and communities to

Build the capacity of parents, carers and communities to provide support and Early Help to their friends, neighbours and their community.

