

HEALTH AND WELLBEING BOARD

14 JUNE 2022

Title:	Update on LBBD's Early Help Strategy and Best Chance Family Hubs
Report of the Strategic Director, Children and Adults	
Open Report	For Information
Wards Affected: All	Key Decision: No
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Summary <p>This paper provides an update to the Health and Wellbeing board of LBBD's draft Early Help Strategy which encompasses the Early Help Targeted Operating model developed last year; the national vision for Family Hubs; Family hub networks and the new national Best Start for Life agenda.</p> <p>The Strategy is currently in draft format, however, once the CYP Plan is completed, the Early Help Strategy, will be aligned and completed by September 2022.</p>	
Recommendation(s) <p>The Health and Wellbeing Board is recommended to:</p> <ol style="list-style-type: none">Note the progress on the development of LBBD's Early Help Strategy, as part of the wider Children and Young People's PlanNote the implications as to the new Best Start for Life agenda that government is due to publish shortly	
Reason(s) <p>The London Borough of Barking and Dagenham is ambitious for its children and young people, with the aim of making the Borough one of the best places for children and young people to grow up in and fulfil their ambitions.</p> <p>We want to give our children, young people, and their families the best chance in life to succeed. Central to this ambition is to ensure that all children, young people, and their families receive the support they need as soon as they need it, at the right time, with the right people, in the right place.</p> <p>Key to achieving this ambition is a Borough-wide, multi-agency commitment to providing effective, proportionate, and high-quality early help and supporting families to have their needs met in their local communities.</p>	

1. Introduction and Background

- 2.1 The draft Early Help Strategy builds on the new Early Help System Framework, recently published by the Department for Levelling up, Housing and Communities, (DLUHC) as part of re-launching the new requirements for the Supporting Families programme, previously known as Troubled Families. This framework places much greater emphasis on partner agencies playing an integral role across the Early Help system and being accountable for doing so. The new Early Help system framework has been aligned to the DfE and DHSC's Start for Life and Family hubs programme.
- 2.2 The draft Early Help Strategy, outlines that Early Help is a system and not a single service, delivered by the Council. It is a network of services, processes and interactions that aim to help children, young people, and families at the earliest opportunity. In accordance with Supporting Families criteria, the Strategy makes it clear that Early help is everyone's business, and this strategy can only be delivered if a broad range of partners are involved, which include the NHS, Police, Probation, VCS, Schools, Education and SEND to name a few.
- 2.3 The draft strategy outlines the following enablers to deliver the strategy:
- To establish integrated Best Chance Family Hubs, in the North, South and East of the borough
 - Leadership and governance
 - Practice and workforce development
 - Early Help and best start offer
 - Lead professional and Team Around the Family
 - Quality assurance
 - System integration
 - Co-production and building community capacity
- 2.4 The draft strategy also outlines the performance metric's so to measure our ability to delivery against our intended outcomes for families and children.
- 2.5 It also outlines our commissioning intentions and a draft action plan for delivering the strategy, over the next four years.

2. Proposal and Issues

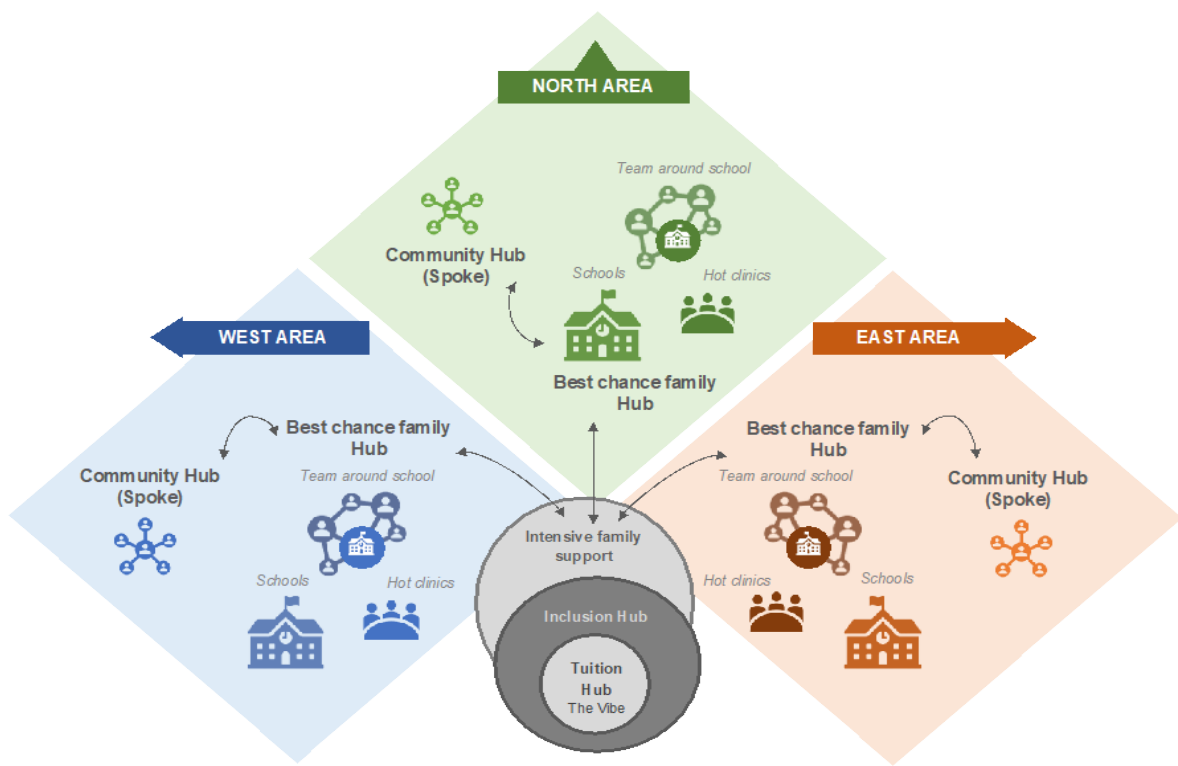
- 2.1 As part of the Early Help Improvement Programme the development of the High-Level Early Help Target Operating mode (EH TOM) has been completed in conjunction with partners from the Social Care Institute for Excellence (SCIE). The EH TOM sets out how the Council's Early Help service will operate in the future. This stretches across several directorates and partner agencies to enable greater integration and to maximise the use of existing resource to intervene earlier through the development of three co-located hubs, called '**Best Chance Family Hubs**', to strengthen the holistic offer of Early Help services to children and families, enabling much earlier identification and targeted interventions to be delivered.
- 2.2 The EH TOM proposed that immediate action was taken to ensure the safety and effectiveness of the Targeted Early Help service, in the first instance. In ensuring the service is sufficiently resourced to manage the increased demand and to deliver purposeful and impactful interventions to families as a result. A £2 million investment has since been made, to secure the safety the Targeted Early Hep service and a

further £1million investment, next financial year, to start to curb demand into statutory services.

This has resulted in recruitment commencing for a further 27 additional Targeted Early Help posts in May 2022. In addition to this, a further £650K come online as of April 2022, through Public Health funding to recruit interim programme resources to implement the recommendations of the Early Help TOM which includes establishing the three family hubs; developing the business cases for any adaption and infrastructure work required as to the building of the family hubs, as well as integrated systems and information sharing to support integrated working and rolling out the Practice Framework.

2.3 The EH TOM further proposes that through greater partnership governance and single oversight of multi-agency working and commissioning, increased opportunities will be identified, within existing resource, to enable existing services to be reconfigured to achieve jointly agreed priorities. The immediate priorities are to commission parenting programmes; parenting support and earlier domestic abuse interventions, having secured a further £2 million investment, over the next two years in Public Health funding.

2.5 The three Best Chance Family Hubs are to provide integrated support to children and families in the Borough; based in the North, East and West of the Borough and coterminous with the Primary Care Network and Schools boundaries. The vision is to co-locate Targeted Early Help, Health Visiting, Mental Health advisors, Domestic Abuse workers, Education Inclusion Partners and Integrated Practice support advisors and Youth/YARM workers; Commissioned providers, THRIVE School Ambassadors and the VCS in each locality hub. Across each of the three hubs, the delivery of services to families with children aged 0-19 years, will be provided, so they can access a broad range of Early Help and Targeted services to overcome difficulties and build stronger relationships. This will support to address the current silo and fragmented arrangements currently existing, as outlined below.



- 2.6 The Best Chance Family Hubs will provide wrap round support to schools to strengthen the Integrated Schools offer (Team around the School), with a long-term vision to have dedicated Integrated Practice support Advisors, and Education Inclusion Partners and named EH workers for schools within the Family Hubs. For schools that are seeking to embed THRIVE practices, there too shall be THRIVE ambassadors linked to each of the Best Chance Family Hubs.
- 2.7 The Best Chance Family Hubs will also provide outreach support and services, in all other resident-based community hubs, ensuring the delivery of services, are as close to residents' homes and communities, that are not limited to money and debt, housing advice, health and wellbeing, learning, employment and skills, care and support, and social sector and other partners.
- 2.8 Wrapping round each of the three Best Chance Family hubs, will be the offer of borough wide, intensive family services, and include the targeted early help for children with disabilities delivered from Heathway, up to the age of 25 years and more specialist services such as CAMHS, Occupational Therapy and Physiotherapy: Community Paediatrics and Child Development services, through specialist nursing. Presently, specialist and intensive family support services are in several different parts of the system, and there is often poor coordination between the different services. Under a new EH TOM, specialist services will be brought together into a single Borough-wide Intensive Family Support Services.
- 2.9 For children and young people who are at high risk on being excluded, there will be referred to the Inclusion and tuition hub established at the Vibe Youth Centre, where wrap round support from the Best Chance Hub will be available.
- 2.10 The aim of the Best Chance hubs, will help to deliver:
- To enable children and families to tell their story once and support robust sharing information, where possible, across partners, where consent to given and for families to receive a more seamless and integrated service offer, with all partners working in a more integrated way.
 - Enable people to access early help more easily which helps to connect them to the wider community and which builds their resilience, reducing demand for targeted and statutory services.
 - To maximise opportunities for sharing skills, expertise, and resources across the partnership and reduce the level of duplication.
 - To establish clear pathways to access services and establish locality and borough wide Family Information Directories and shared intelligence.
 - To focus on the core offer, in response to a locality needs assessment and deliver tailored, evidence-based interventions to address local needs.
 - Establish stronger connections with support such as housing advice, money, and welfare, parenting programmes, diversion activities for youth etc.
 - To have delivery points for services e.g., parenting course, mentoring, integrated provision across health, disabilities, and early years access points.

- 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.

3 Consultation

3.1 The Draft Early Help strategy builds on the recent multi-agency consultation being carried out to inform the Best Chance Children and Young Peoples Plan. This consultation has informed the vision, the outcomes, and strategic priorities to be taken forward, as part of new ICS agenda.

3.3 Ideally, the CYP's plan should have shaped the Early Help Strategy, however, due to recent Ofsted focus visit and anticipated Supporting Families Assurance visit in July 2022, we have prioritised the development of the Early Help Strategy. It is currently in draft format, however, once the CYP Plan is completed, the Early Help Strategy, will need to be aligned and completed by September 2022.

4 Mandatory Implications

4.1 Joint Strategic Needs Assessment and Health and Wellbeing Strategy

The draft Early Help strategy outlines the six strategic priorities, the enablers that will underpin the delivery of the priorities, the commissioning intentions and action plan, that are all aimed to achieving our vision and outcomes for children and families. Our vision and outcomes are as follows:

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

...so, every child and their family get 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.

The six strategic priorities, informed by an Early Help needs assessment and wide consultation with partners agencies are as follows:

1. Identify and provide holistic support to families experiencing poverty.
2. Improve the Start for Life off through, integrated locality Best Chance Family Hubs and networks
3. Increase access to and the quality of Social, Emotional and Mental Health provision to children, young people, and parents.
4. Develop a system-wide approach to tackling obesity amongst children and young people in LBB
5. Improve availability, quality, and access to support for children and young people with special education needs and disability (SEND)
6. Develop leading domestic abuse services which significantly increase the level of support available to people – including children and young people - at risk from domestic abuse

Apart for two of the strategic priorities, Start for Life and Tackling Poverty, robust plans are already in place to support delivery of these strategic priorities.

4.4 Financial Implications

Clarification pending at time of writing.

4.5 Legal Implications

Clarification pending at time of writing.

5. Public Background Papers Used in the Preparation of the Report:

None