

LEICESTER
**Children's
Trust**



Support • Strengthen • Thrive

**Leicester's strategy for providing
Early Help to children, young people
and their families**



2016 – 2019

Contents

Foreword	3
Signed Partnership Pledges	4
Summary	5
Vision and Principles	6
Objectives	8
Early Help – Overview and Context	9
The Leicester Model	17
Governance and Accountability	27
Measuring Impact	28
Priorities and Next Steps	30
Appendices	33
Linked Strategies and Further Information	33
Performance Indicators (June 2016)	35
LCC Early Help Pathway at a glance	36
Leicester’s 0-19 Healthy Child Early Help Programme	37

Foreword

I am very pleased to introduce Leicester's strategy for providing Early Help to children, young people and their families – **Support • Strengthen • Thrive**. These themes run throughout our approach and underpin the principles developed as a partnership of organisations that are dedicated to improving children's lives across the city.

As Chair of Leicester's Children's Trust Board, overseeing the Early Help Strategic Partnership, I am delighted to see how our approach to identifying and delivering support to children and young people as early as possible, when they start to experience difficulties, has developed since we published our last strategy in 2013.

The development of the Partnership Pledge, and the commitment shown by senior leaders in our city by signing the pledge, is something we can all be proud of. The achievement of these commitments by all partners in Leicester will contribute to ensuring that we deliver a high quality, responsive and holistic Early Help offer to all children who may need support.

Our Early Help offer recognises the strengths that already exist in families and communities, which enable children to grow up to be independent and resilient adults. It is vital that Early Help support is available and easily accessible to avoid crises developing that may need more specialist service involvement. In these times of reducing public service resources it is even more important to build on strengths and develop resilience in families and communities to reduce the use of higher cost services.

I very much look forward to working with all partners to make sure that we continue to improve our Early Help offer, develop our approaches and achieve our vision for children and families in Leicester.



Councillor Sarah Russell

Assistant City Mayor and Lead Member for Children, Young People & Schools
Chair of Leicester's Children's Trust Board

Signed Partnership Pledges

We, the undersigned, pledge our support to the **principles** and **delivery** of Early Help in Leicester outlined in this strategy. We make the following commitments that confirm our **contribution** and our **ongoing role** in providing Early Help to children, young people and their families:

We will:

- Name a member of staff as the Designated Lead for Safeguarding and Early Help
- Train staff to effectively undertake their role in the provision of Early Help
- Ensure our staff and service users can easily access Early Help in our organisation when they need it
- Define and publish our Early Help offer
- Evidence the impact of our Early Help work

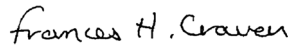
“Families, Young People and Children’s Services for Leicestershire Partnership Trust give full support to the partnership pledges in our Early Help strategy. It has been a very positive experience to be involved in developing these pledges together as a group, giving us an important sense of shared purpose and direction.”

Janet Harrison – Leicestershire Partnership Trust


Further detail on what these pledges might look like in practical terms for partners undertaking different roles in Leicester’s Early Help offer can be found in the section ‘Behind the Partnership Pledges’ on page 26.



Ruth Tennant
Director of Public Health,
Leicester City Council



Frances Craven
Director of Education &
Children’s Services, Leicester
City Council



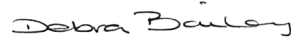
Jenny Myers
Leicester Safeguarding Children
Board – Independent Chair



Vince Attwood
Soft Touch Arts – Director
(Voluntary Sector
representative)



Suzanne Overton-Edwards
Gateway College – Principal
(Further Education
representative)



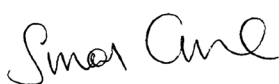
Debra Bailey
Rushey Mead Primary School
– Headteacher (Primary Heads
representative)



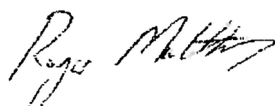
Helen Thompson
Divisional Director, Families,
Young People & Children’s
Services, Leicestershire
Partnership Trust



Sue Lock
Managing Director
Leicester City Clinical
Commissioning Group



Supt Simon Cure
Head of Serious Crime
Leicestershire Police



Roger Matthews
JobCentre Plus - Senior
Operations Leader
Department for Work &
Pensions



Marius Carney
English Martyrs’ Catholic
School – Headteacher
(Secondary Heads
representative)



Matt Lilley
Focus - Director
(Voluntary Sector
representative)

Summary

Throughout this strategy we refer to 'Leicester' or 'Leicester city'. When we say this, we mean all organisations and services that work with children, young people and families across Leicester. This includes (but is not limited to) schools, early education providers, colleges, health services and commissioners, voluntary and community organisations, the police, probation services, the local authority and the Local Safeguarding Children's Board.

Our vision is to improve children's lives by working in partnership to raise aspirations, build achievement and protect the most vulnerable.

The purpose of this strategy is to present what we know about the need for Early Help, why it is important, what we want to see in the future and what action will be taken to make progress. It is jointly produced and owned by all these services in partnership through Leicester's Children's Trust, and sets out what Leicester is doing to ensure that children and their families get Early Help when they need it.

The strategy says:

- 'Early Help' means providing help for children, young people and families as soon as problems start to emerge or where it is likely that issues will impact negatively on children's outcomes. (*Early Help – Overview and Context, page 9*)
- Early Help describes much of the everyday work of organisations that support children and is recognised as having a vital role in preventing problems escalating. (*Early Help – Overview and Context, page 9*)
- Early Help is important because there is clear evidence that it results in better outcomes for children. It also saves public money by reducing the need for expensive specialist services. (*Early Help – Overview and Context, page 9*)
- We have agreed some clear principles that will help us to make sure our Early Help offer is responsive, easily understood and makes a positive difference to children. (*Vision and Principles, page 6*)
- The delivery of the Early Help strategy is managed within and across partner organisations, with scrutiny and oversight provided by local and citywide partnership boards. (*Governance and Accountability, page 27*)
- We have agreed what Early Help looks like in Leicester and have committed to delivering an integrated offer by working together and sharing important information about children and families. (*The Leicester model, page 17*)
- We have agreed a system of measuring and monitoring how well the strategy is working by listening to what children and families tell us, and by using performance information to identify strengths and what needs to improve. (*Measuring Impact, page 28*)
- We have a plan in place to ensure staff and practitioners across the partnership have the skills and knowledge to deliver effective Early Help support to children and families. We also have pledges of support from key partners, committing to train their staff and promote their early help offer. (*Priorities and Next Steps, page 30*)

Vision and Principles

The vision of all partner organisations working with children and families in Leicester is to **improve children's lives by working in partnership to raise aspirations, build achievement and protect the most vulnerable.**

In order to achieve our vision we will provide Early Help based upon our belief that:

- Families and communities have many strengths that support parents as the primary carers for their children and contribute to building resilience and independence in families
- Children, young people and families develop resilience if there are protective factors in place such as: a positive relationship with an adult; good literacy and communication skills; good school attendance; and parents in or actively seeking and ready for work
- Children's needs are best met when help is offered in a universal setting within a socially mixed group, and early on when problems start to emerge

'Working parents are positive role models for their children and help them see the importance of hard work and education.'

Rob Berryman -
Family Support
Facilitator



In order to implement this strategy fully, the Early Help Strategic Partnership Board and the Children's Trust Board have agreed the following multi-agency **partnership principles** of Early Help which will guide and support all services delivered in Leicester:

- Early Help is the shared responsibility of all partner organisations who work with children of any age and at any time
- Early Help services should be responsive, flexible and focused on safeguarding children, improving their outcomes and promoting their health and wellbeing
- Children and young people's needs are best met when addressed in the context of the whole family, meaning that parents / carers / siblings' needs are addressed with consent as part of a holistic and integrated Early Help response
- All children and families have a right to receive high quality Early Help services that are appropriate to their needs and take their views and lived experience into account, irrespective of their circumstances or background
- Where possible, children should be supported in their local communities in universal settings, avoiding the need for statutory involvement
- The Early Help workforce should be capable and confident, with organisations supporting staff to develop their skills and work collaboratively to provide support to children and their families
- Early Help partner organisations will share information appropriately (in line with the Information Sharing Agreement and on Liquid Logic) in order to improve services and mitigate the risks that result when information is not shared

Objectives

The statements describe more specifically the objectives agreed by partners in Leicester in order to achieve the Vision by working to the agreed Early Help Partnership Principles (see page 9).

Our partnership objectives are based on our key themes of **Support, Strengthen and Thrive**.

Later sections of this strategy refer to these objectives when setting out current and future action planning, as well as to organise the performance management and monitoring of the effectiveness of Early Help work in Leicester (see 'Performance Indicators' on page 35 and 'Priorities and Next Steps' on page 30).

SUPPORT

- To **target** resources **effectively** to support children and their families as **early** as possible when problems arise
- To **monitor** and **measure** the impact of the Early Help offer through a shared commitment to robust **assessment** processes and **performance management**

STRENGTHEN

- To **build** on the strengths and capacity of families and communities to meet children's needs through universal services where possible
- To **prevent** the need for referral and thereby **reduce** the number of children requiring specialist and statutory support

THRIVE

- To support children to thrive by intervening to **improve** key protective factors that help build resilience
- To support Leicester's Early Help model to thrive by **improving service effectiveness** through **shared understanding and responsibility** across partners

Early Help – Overview and Context

What is Early Help?

‘Early Help’ means providing help for children, young people and families as soon as problems start to emerge or where it is likely that issues will impact negatively on children’s outcomes.

‘Early Help’ should not be confused with ‘early years’, although it is known that offering support early on in a child’s life will maximise their opportunities later on (see Allen referenced below). As long as support is accessed as early as possible when difficulties emerge (at any age) it can make a real difference to children and young people’s outcomes, as well as prevent crises that may have a harmful impact in the long term.

Early Help can also provide help for them when they are already involved with statutory and specialist services, as part of a plan to support them when they no longer require this level of involvement.

Why is Early Help important?

Several key reports have been published that support the need for Early Help: The **Allen** report (i) on intervening early in a child’s life; the **Field** report (ii) on preventing generational poverty; the **Munro** review (iv) of children’s care services; the **Tickell** review of early years (v); and, the **Marmot** review of health (iii). All make a strong and evidence-based case for Early Help asserting that no agency can provide this support alone and that greater coordination and joint working across and within agencies is required. Web addresses for the reports can be found in the appendix on page 33.

Recommendation 10 of Munro’s report advises that local authorities and other partners should secure sufficient provision of local early help services, as well as set out the arrangements for early help.

The provision of early help services has been shown to have a positive impact on a range of outcomes for the child (such as pro-social skills and behaviour), the mother (such as improved mental health) and for the family as a whole (less chaotic family life and reduced ‘parent-child dysfunctional interaction’). (See DfE 2015 reference viii in appendix.)

‘**Working Together**’ (2015) (vi) requires local agencies to have effective ways of identifying emerging problems and potential unmet needs for individual children and their families. It also requires local agencies to work together to put processes in place for the effective assessment of needs of individual children who may benefit from early help services. ‘Working Together’ is clear that it is the responsibility of all partners to adhere to the guidance, not just local authorities.

Leicester's commitment to Early Help

This strategy recognises that by developing and setting out clearly our integrated Early Help offer, we can improve how local partners work together and with families to make sure that support begins at the earliest opportunity and in the best way possible.

Most families, most of the time, can get on with their lives quite happily with little or no outside help. If they need help, it is usually provided by 'universal' services such as Health, Schools and the Police. Universal services are those that can be accessed by any child or family at any time and provide the context in which most families thrive. However, all families can have times when difficulties arise and they either may not recognise it or may not know how to start putting things right. Without the right support early on, situations can easily get worse very quickly. This Early Help Strategy sets out how we will ensure the right support is available to meet the needs of families, at the right time and in the right place for them.

How does Early Help link with other services?

Many universal services contribute to Leicester's Early Help offer in the support they provide to families in their everyday work. This work plays a vital role in preventing problems escalating. The continuum of needs of children and families are often referred to, with different thresholds defined to access universal, Early Help, targeted or specialist services.

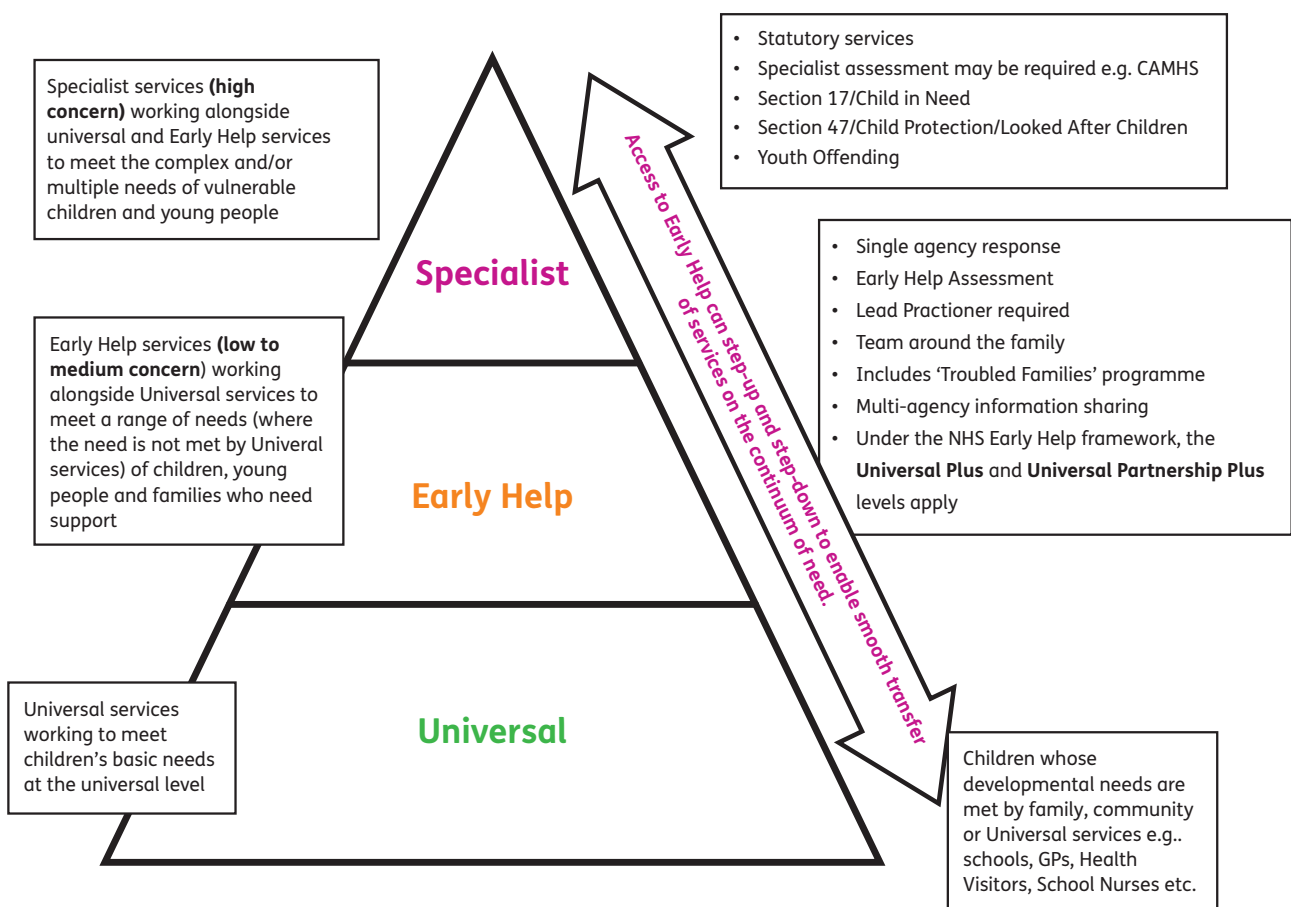
'Working Together' (2015) (vi) describes the 'continuum of need':

"Where need is relatively low level individual services and universal services may be able to take swift action. For other emerging needs a range of early help services may be required, coordinated through an early help assessment. Where there are more complex needs, help may be provided under section 17 of the Children Act 1989 (children in need). Where there are child protection concerns (reasonable cause to suspect a child is suffering or likely to suffer significant harm) local authority social care services must make enquiries and decide if any action must be taken under section 47 of the Children Act 1989."

In Leicester we define our Early Help offer and clear pathway within the context of this continuum of need, recognising that children and families can move up and down this continuum at different times, requiring universal, single agency or multi-agency responses at different times too.

Leicester's Local Safeguarding Children Board defines local thresholds in a document (link in appendix on page 33) that provides the framework in which all local organisations work to ensure that the children and young people with which they work are safeguarded. The thresholds have recently been changed following a review of the four levels of need by a sub-regional task and finish group of council early help, social care officers and partners. This was driven from a shared view from council early help services across Leicester, Leicestershire and Rutland that the current thresholds procedure caused confusion with regards to where early help services had a role for supporting families. This view was also supported by evidence from staff and partners who had fed back that clarity was required on when early help or social care involvement was required, with inappropriate referrals being made which did not meet the threshold for statutory social care intervention.

The proposal to reduce the four levels to three was approved in June 2016, to reflect the changing landscape of early help services working with more complex families who are either below the threshold for statutory social care intervention or as part of a statutory plan. The new thresholds are: Universal; Early Help; and, Specialist; and are summarised in the diagram below:



National Context

All providers of services for children, young people and families are working within a changing environment. Many local authorities also have unprecedented challenge, as demand for specialist services has rapidly increased against a setting of dramatically reducing resources. A number of national drivers impact on the delivery of Early Help services and therefore the development of this strategy, including:

- Children's & Families Bill 2013 - including transformation of the system for children and young people with special educational needs and disabilities; giving children, young people and their parents greater control and choice in decisions, including a requirement for local authorities to publish a 'local offer' of support
- NHS reforms - including the development of local clinical commissioning groups, changes to public health commissioning and the implementation of the Better Care Together transformational plan
- Police Reform and Social Responsibility Act 2011 - including the appointment of Police and Crime Commissioners and their role in supporting preventative initiatives in the community
- A policy focus on Early Help and 'turning around the lives of families with multiple and complex needs' through the national Troubled Families programme. Local authorities and statutory partners are required to secure sufficient provision of local early help services, where families do not meet the criteria for children's social care services.
- A policy focus on investing in parenting provision and relationship support through a 'Life Chances Strategy' (announced but not yet published as at July 2016)
- Rapidly reducing grants to local government and therefore public sector spending overall
- Increased pressure on public services due to other factors such as population increases, family poverty and welfare reforms

Local Context

Leicester's population

Public Health England provides some key information about Leicester's child population in their Child Health Profile, as published in March 2016:

- Leicester has a relatively young population profile with children and young people under the age of 20 years making up 27.0% of the population of Leicester compared with an average of 23.8% in England as a whole.
- 69.6% of school children are from a minority ethnic group compared with the England average of 28.9%.
- The health and wellbeing of children in Leicester is mixed compared with the England average. The infant mortality rate is worse than and the child mortality rate is similar to the England average.
- The level of child poverty in Leicester is worse than the England average (18.6%) with 25.9% of children aged under 16 years living in poverty.
- Leicester has the poorest performance in the country for the national measure of 'school readiness' (the percentage of children achieving a 'good level of development' at the end of the Early Years Foundation Stage at age 5). In 2014/15 the England average was 66.3% but Leicester's average was 50.7%.
- 50.4% of young people in Leicester achieved 5 or more A*-C grades at GCSE (including English and Maths) in 2015 compared with the England average of 53.8%.
- In 2015 Leicester had a Children in Need rate of 273.8 per 10,000 which was lower than the England average (337.3). However, the number of children who were subject to a Child Protection Plan was significantly higher than the England average; 53.4 per 10,000 in Leicester compared with 42.9 in England as a whole.

Leicester's Early Help journey

The development of the current Early Help offer in Leicester was shaped by the process of remodelling a range of local authority services that worked with children, young people and families providing 'early intervention and preventative services'. These services included Children's Centres (now Children, Young People and Family Centres), family support, child learning, early support for young children with disabilities, youth services, information, advice & guidance, education welfare and the youth offending service. A major review of these services was implemented in July 2014 which established the local authority's Early Help offer across the 0-19 age range.

During this period partner organisations have also changed and shaped their services to support the drive for improving Early Help. Schools, both academies and local authority-maintained, have developed and are embedding their approaches to provide support to children who need it. This partnership strategy aims to bring together all these developments and set a clear intention and direction for the years ahead.

Partnership and Workforce Development

Alongside the implementation of the remodelled Early Help offer in 2014, a review of the Common Assessment Framework (CAF) model was undertaken, as it was not achieving the success that it should have in supporting families at an earlier level within a whole family multi-agency response. These major changes resulted in the following:

- Merging of workforce development budget to develop one annual multi-agency workforce plan that is overseen by Voluntary Action Leicestershire to co-ordinate and evaluate learning and impact
- Development of the Early Help Assessment (EHA) with eligibility criteria and definitions agreed by partners, supported by training courses and an e-learning module for staff and partners
- Creation of 'Advice Points' in each cluster across the city to provide low level advice, signposting or one-off interventions without becoming a case
- Development of a partnership communication strategy with a new website and regular e-newsletter for the Early Help workforce
- Merging of referral and assessment paperwork into one, incorporating 'Troubled Families' objectives and a focus on evidence of outcomes
- Creation of the 'Early Help Response Team' co-located with Social Care Duty and Advice Service, screening all requests for targeted early help, allocation of casework, managing step up step down between Social Care and Early Help and completion of returning from missing interviews
- A pilot of the 'Rickter Scale' (RS) outcomes tool which resulted in a major investment of RS training for **all** staff and partners delivering early help services to evidence impact and distance travelled through the 'Families Outcome Plan' for all families and not just those identified as 'Troubled Families'
- A new multi-agency electronic case recording system 'Liquid Logic' Early Help Module which is accessed by all LCC staff to record their work and partners who are Lead Practitioners on Early Help Assessments. This system also has the functionality to record the outcomes for the family demonstrating impact. The system is also shared with Children's Social Care operating one record per child model.
- Development of a 'Step up Step down' protocol for all open cases between early help and social care
- Regular stakeholder analysis with staff and partners throughout 2015 to assess the development of the early help offer and improve practice. Evaluation has shown significant improvements in the **awareness and understanding** of practitioners regarding early help, their **knowledge** of the offer and related processes and their **confidence** in using Liquid Logic and Early Help Assessments.
- Development of a multi-agency response at a senior management level to any open case that is stuck, high cost or escalating cross early help and social care services

Ofsted Improvement Plan

Leicester has implemented an extensive and systematic improvement programme, driven by a multi-agency Improvement Board, following Ofsted's single inspection of Leicester City Council's arrangements for children in need of help and protection, looked after children and care leavers in January and February 2015.

Ofsted noted that 'staff providing early help services meet and share information well and find helpful actions to deal with the problems that families are experiencing. Children and their families benefit from the support provided by the (council) Early Help teams.'

Ofsted did however observe that 'the local authority drives early help work, and not all partners fully understand or contribute to the local early help offer' and 'Although there are some strong partnership arrangements and some innovative plans to improve joint delivery of services, significant challenges remain. For example, engagement of partners in the delivery of early help is weak. The Children's Trust and the LSCB have not provided sufficient scrutiny of the effectiveness of the early help strategy'.

The development of this strategy goes some way to address Ofsted's concern as local partners have been fully engaged in the process and have committed to undertaking their roles and responsibilities in the delivery of Early Help through the signing of pledges of support (page 4).

Better Care Together / Future in Mind – Leicester, Leicestershire and Rutland's plan to transform mental health and wellbeing services for children and young people

This 5-year transformation plan (2015-2020) recognises the vital role of Early Help in one of its key strands – 'Promoting resilience, prevention and early intervention'. The ambition is to establish a multi-agency first response and early help service that would respond to concerns about the emotional health and development of children and young people. The service would accept requests for support from a range of sources including self-referrals from parents, carers and young people. It would offer a first assessment, guidance and advice, and a choice of early help offers. The plan also proposes to commission (collaboratively between CCGs and LAs) a range of low-intensity early help offers that build resilience and prevent escalation to more serious or longer term mental health problems. A business case has been made to the programme board to fund a bespoke resource located within the three local authority early help services across LLR over the coming four financial years.

"Recent partnership meetings have given us the chance to work together on the development of the strategy; this has really helped us to understand our contributions better and the role that our own teams and organisations play in our Early Help offer in Leicester. Partners have valued this shared work, with positive learning and thinking about how our different teams and groups can work together in ever more effective ways for local children and families."

Janet Harrison – Leicestershire Partnership Trust

Leicester's Education Strategic Partnership

Early Help is a key strand in the action plan being delivered by the Leicester Education Strategic Partnership Operational Group with three key objectives that align with the partnership pledges within this strategy. These objectives are to raise schools' awareness of the early help agenda, to establish a set of commitments for schools and for schools to publish and implement these commitments. An Early Help working group is in place to progress actions to fulfil these objectives, which are expected to be completed by December 2016.



Financial Context

Providing effective targeted Early Help is more challenging, yet more urgent in a time of significantly reduced public expenditure. Where budgets are reduced, it is increasingly necessary to ensure that resources are targeted where they will make the greatest difference. Early Help has the potential to deliver services in the most cost effective way, reducing the need for more costly intensive interventions as situations become more complex and entrenched.

Although intervening earlier is more cost effective in the long term (as evidenced in Graham Allen's report and many other sources collated by the Early Intervention Foundation) and will be supported by the disinvestment in costly intensive interventions, in the short and medium term it will require the refocus of already scarce resources.

This strategy recognises that the landscape of Early Help provision will continue to change, with the remodelling of Leicester City Council's offer for implementation from 2017/18 likely to result in a reduced service within the council. However, the delivery model and principles identified in this strategy set the basis upon which the review is undertaken, with the partnership approach remaining the central tenet.

The Leicester Model

How we organise Early Help

At a strategic level, responsibility for the delivery of effective Early Help is owned jointly by Leicester's Children's Trust Board and the Local Safeguarding Children Board, as set out in the Governance and Accountability section.

At an operational level, Leicester City Council has coordinated and developed the infrastructure for delivery of the Early Help Assessment and approaches for the delivery of Early Help that are provided by a wide range of organisations across the city.

This strategy cannot feasibly name every organisation that contributes to delivering Early Help due to the wide and varied range of universal and targeted services available across the statutory, voluntary and community sectors. However, the section below entitled 'How we deliver' sets out some of the key services providing Early Help to children and families at different times in their lives.

Leicester's Early Help Pathway

Early Help can be defined as both a collaborative approach and a discrete provision. All children and young people receive universal services but some, either because of their needs or circumstances, will require extra support to be healthy, safe and achieve their very best. In order to ensure Leicester's children, young people and their families receive timely support a pathway has been developed to clearly set out the roles and responses of agencies at each step, dependent upon need.

In order to quickly reduce the impact of problems that may be emerging, families are best supported by the agency already working with them, organising additional support with partners as needed. This work is captured under the heading '**First Response**' and is led by a **single agency**. In some organisations the work undertaken within their agency may take different forms and may be more in depth because family support is their main focus.

For children and families whose needs and circumstances (although below the threshold for statutory social care intervention) make them more vulnerable or when organisations need the support of other agencies to meet the needs of families, a coordinated **multi-agency** approach is usually best. In Leicester this is achieved through undertaking an **Early Help Assessment** and assigning a Lead Practitioner (from any appropriate agency) to work closely with the family to ensure they receive the support they require from all the agencies involved in their plan.

Specialist services will be provided where the needs of children are such that statutory intervention is required to keep them safe or support them to develop. By working together effectively it is hoped to prevent the need for referral to Social Care and thereby reduce the number of children and young people requiring statutory interventions and specialist services that respond to crises.

It is clear that whilst early help services tend to focus on preventing issues from escalating, they also have a crucial role in working with specialist and statutory services to support families to achieve positive outcomes as part of joint work or a plan to 'step down' from statutory intervention.

The table below summarises the pathway for Early Help that can be accessed through any partner organisation. Where certain agencies provide additional steps, these are summarised under the appropriate heading.

First response – Single Agency	Early Help Assessment (EHA) – Multi-agency	Referral to Social Care - Specialist	
Examples of agency responses across the pathway:			
Leicester City Council – Advice Point – Advice, signposting and low-level initial support for children, young people and families delivered from Children, Young People and Family Centres	Leicester City Council – Targeted Support – Short-term (up to 3 months) targeted support for children, young people and families through a single agency, working alongside the referring agency	Multi-agency process – Longer-term (up to 12 months but could be longer) multi-agency partners involved, providing support for children, young people and families using a Team Around the Family approach with an identified Lead Practitioner who is already engaged with the family or has the most appropriate skills set. All work is recorded on the multi-agency Liquid Logic Early Help module.	Requirement for single assessment if risk increases or S47 enquiry due to immediate safeguarding concerns
Leicestershire Partnership Trust – Universal - Advice, signposting and expert advice on specific issues for children and families delivered by frontline universal roles such as Health Visitors	Leicestershire Partnership Trust – Universal Plus – Ongoing support with frontline staff bringing together relevant health services to help families with continuing complex needs	Leicestershire Partnership Trust – Partnership Plus – Multi-agency process as above but not recorded on Liquid Logic Early Help module. In the case of an EHA, the Lead Practitioner is likely to be the LPT worker who is already engaged with the family.	As above
Schools – Day to day support provided by appropriate teaching or non-teaching staff, as defined by individual schools or the Multi-Academy Trust	School – Focused pastoral support provided by identified specialist staff such as Family Support workers, as defined by individual schools	Multi-agency process as per the EHA. Lead Practitioner is likely to be the member of school staff who is already engaged with the family.	As above
Voluntary Sector organisations – Day to day support provided in line with organisation’s aim & objectives, and service specifications		Multi-agency process as per the EHA. Lead Practitioner may be from the referring VCS organisation if they are best known to the family.	As above

How we deliver

This section gives an overview of how the Early Help approach is delivered in Leicester. Examples of services are summarised according to the life stage of children, young people and families, although it is acknowledged that this list is not exhaustive.

Children aged 0-5

The first professionals to come into contact with a child will normally be a **Midwife**, followed by a **Health Visitor**. Both of these services are strongly involved and supportive of the early help strategic planning and approach and are fully committed to ensuring that all staff are trained to recognise any signs that a family may need additional support. These services make a full contribution to achieving many of Leicester's strategic priorities that support improving children's outcomes overall, including; promoting breastfeeding, reducing smoking in pregnancy and supporting children's development to ensure they are ready for school.



The services encompassed by the **0-19 Healthy Child Programme** (including Health Visiting as above) are currently being recommissioned in Leicester (as at June 2016). The local authority commissioners in Public Health are working closely with early help services to ensure that the new commissioned service will not only meet the needs of Leicester's children and families but will also adhere to the agreed early help partnership principles and support whole family working through the early help pathway wherever possible. A summary of the Leicester's 0-19 Healthy Child Early Help Programme can be found in the appendix on page 37.

Staff based in the **Children, Young People and Family Centre (CYPFC)** service are also key professionals in identifying and supporting the needs of families and are at the heart of our Early Help arrangements, improving outcomes for children and their families in the areas of: child development and school readiness; parenting skills and support; and children's health outcomes.



The service provides targeted casework and group sessions focusing on parenting, attachment and improving health outcomes. Staff also support pre-school learning, early years development, school readiness and transition. Key partners and staff sometimes co-located in CYPFC buildings include community midwives and health visitors, childcare and early education partners (including private and voluntary sector providers), specialist speech and language services, social work teams, as well as broader services such as Family Learning, housing services, Job Centre Plus and mental health services.

A member of staff was welcoming parents to a Stay & Play session at one of the Children, Young People and Family Centres (CYPFC). A mum of two young children spoke very little English and explained to the worker in Hindi that she found it difficult to communicate with people on a daily basis and wanted to learn to speak, read and write English better. The worker found some information about adult learning classes and particularly an ESOL class that was starting soon at Shama Women's Centre, who posted the parent an application form.

The following week the parent brought the application form to the Stay & Play session and the worker assisted her to fill it in. Mum was worried about what to do with her two young children while she was attending the classes so the worker supported her to access a funded early education place for the older child and the crèche at Shama Women's Centre for the younger one.

Mum reported that this support has made a positive difference to her because:

- She is more confident speaking English to others
- She can understand more when she has been spoken to
- The children are both reading and borrowing books from the CYPFC – these books are helping to improve Mum's English too because they are simple to read and it is a more shared and enjoyable experience for them all
- The children are more confident and join in with other children during Stay & Play sessions
- Mum has attended all level 1 ESOL classes and is waiting to attend at the next level

Early Education / Childcare providers employ professional staff who work with many pre-school children, from the eligible 2 year olds to most 3 and 4 years old who access their funded early education entitlement (FEEE) through mainly private and voluntary sector group care settings, childminders or Nursery and Reception classes in schools. These staff support children's development, communication, language and learning in readiness for them attending school full-time.

Early Years Inclusion Funding (known as **element 3 funding**) for 2, 3 and 4 year olds is available to support pre-school children with Special Educational Needs and/or disabilities (SEND) in mainstream early education settings. This funding enables all pre-school children to access funding for SEN support regardless of the setting they attend.

The **Early Years Support Team** delivers a range of services, including support to pre-school children with significant SEND from the point of identification/diagnosis until the age of 5 years. It also runs a specialist nursery providing early education for children with significant SEND that may not be able to attend mainstream settings or are provided with support additional to attendance at a mainstream setting.

School age children

Schools in Leicester are key early help providers and supporters of the principles of Early Help. School staff are encouraged to attend training on supporting families and integrated working, as well as supporting vulnerable children using a whole family approach. They routinely refer children for Early Help services and, where required, Early Help Assessments, identifying Lead Practitioners to coordinate multi-agency plans of support for vulnerable children.

As above, **CYPFC staff** regularly work with school-age children and their families to support their development and improve learning and attainment. Leicester City Council commissions **supervised and adventure play** services currently delivered from 10 sites across the city. These services support school-age children and are fully involved in the processes to identify and support children in need of early help.

When families do not engage with education, specialist advice, guidance and support is provided by the **Education Welfare Service (EWS)**. This includes helping to manage and respond to concerns about individual pupils whose attendance is giving rise to significant concern. EWS staff support the local arrangements for Early Help as well as working through to the use of legal intervention where necessary. They also provide home education support and identify and respond to Children Missing Education.



The following comments were recorded as part of a 12 week review of the council's Early Help support provided to a child whose identified needs were around school attendance and self-esteem. The referral was made as a step down from Social Care intervention.

What was good about the support? *"I actually want to go school and I don't feel forced."*

What difference has it made to you? *"I don't have to ask the teacher for any help as I know all of the work and I'm not missing out."*

What changes have you been able to make? *"More sleep."/ "Routines are better."*

What difference has the support made to you and your family? *"Stopped arguing now"*

Comments recorded at the Closure meeting:

"It's made me go school, on time and behave better in school and at home."

"My family support worker was easy to get hold of because I could always just text or ring her. It helped me with school and at home problems."

"I've started going school and on time, started behaving better at home and school."

"I feel better because I feel like the support helped me and affected me in a positive way."

Young people aged 13+

Leicester City Council's Early Help Specialist Services encompass Targeted Youth Support, Connexions and the Youth Offending Service (YOS). These services support young people who are vulnerable and have additional needs to overcome personal barriers and be successful in adult life. Young people are helped with places to go to, things to do and trusted people to talk to.

The **Targeted Youth Support Service** enables youth participation, project work, short-term case work and youth provision that is both centre-based and outreach work in communities.

The **Connexions Service** provides information, advice and guidance to vulnerable and targeted young people, with **schools** providing these services to most young people in school. Connexions also works with young people who are not in education, employment or training in order to support them into the most appropriate of these options.

The **Youth Offending Service** has a national objective to reduce first time entrants to the criminal justice system. YOS staff work with the Police to determine the context of the young person's behaviour, and to consider which agencies are already involved with the young person, supporting the use of Early Help Assessments where appropriate. The support is intended to prevent early entry into the criminal justice system, prevent further offending, ensure access to appropriate services, and to provide young people with an early opportunity to make amends for their behaviour without further sanction.

Leicester is host to a range of **voluntary and community sector** organisations that support young people, both with specialist support and by providing a range of positive activities for leisure, sport, arts/culture and opportunities for learning and social development.



Families

A range of approaches are provided in Leicester to support children and their families who have been identified as having more complex needs that a single agency can support on their own. These processes are at the heart of our integrated Early Help offer and in summary provide the following:

Advice Point – Advice, signposting and low-level initial support for families delivered from CYPFCs

Early Help response – Screening, allocation of cases, ‘step up step down’ between social care and early help, completion of ‘missing’ return interviews (non-LAC)

Early Help Assessment – Longer term (12 months) multi-agency team around the family approach working with children, young people aged 0-19 and families pre-social care thresholds to prevent escalation

Whole Family Working – Targeted casework, group work, parenting programmes and traded services in schools working with children, young people aged 0-19 and families pre-social care thresholds to prevent escalation

Multi-Systemic Therapy – Intensive whole family casework, focusing on cases of neglect and prevention of children and young people coming into care and/or custody

Support to Young Carers – Targeted casework to support young carers and their families using a whole family approach

Troubled Families – Government target to work with 4,000 families by 2020 with 100% payment by results success ‘turning families around’. This programme was initially delivered in Leicester under the title ‘THINK Family’ but has now been integrated into the Council’s Early Help service, ensuring needs are assessed and supported consistently and in the most appropriate service areas.

“Barnardo’s has a 20 year history of working holistically with vulnerable families in Leicester and working in partnership with our colleagues in Children’s and Adult Services to help disabled and mentally unwell parents to be as independent as they can be and to parent their children to the best of their ability.”

Nikki Thompson – Children’s Service Manager – Barnardo’s

Sylvia is a lone parent with two children aged 3 and 15 and had recently separated from her partner who had been violent. Sylvia had low self-esteem made worse by being unable to see the value of the skills and experience she had gained in her country of origin before coming to the UK three years ago. Her 15 year old child was not attending school and had become involved with drugs/crime and her 3year old child had become withdrawn, was very clingy with Sylvia and refused to trust others.

Sylvia worked with a Family Support Facilitator and an Early Help Employment Advisor who supported her with:

- Debt management and financial exclusion – assessing her income and outgoings and undertaking a better off calculation (a tool to compare earnings on benefits as compared to earnings via paid employment to highlight whether the individual will be ‘better off’)
- Organising childcare
- Creating a CV and setting up a professional email address
- Registering on job broking sites and with recruitment agencies
- Interview skills practice

The Employment Advisor liaised with the Job Centre Plus Work Coach who arranged an interview for Sylvia where she secured work experience at the Furniture Bank in Beaumont Leys. A few days later Sylvia’s supervisor contacted the Advisor to sing her praises; for her ingenuity, efficiency, hard work and attention to detail.

Sylvia’s family situation began to improve: her three year old started to relax and become more outgoing, friendly and confident. Her 15 year old started to spend more time at home engaging positively with Sylvia and his little sister and his attendance at school also improved.

Sylvia has now been offered a salaried, fixed-term contract with the Furniture Bank and reports that family life has improved generally. For Sylvia, going into work has not only improved her self-esteem; it has also improved her written and spoken English and helped her to feel part of the community.

Leicester City Council's Early Help Operating Manual

A manual has been developed to provide Leicester City Council staff with operational guidance around the day to day delivery of Early Help support at each of the service levels on offer. This manual is accessible to Leicester City Council staff via the organisation's intranet site, Interface.

Liquid Logic – Early Help Module

An Early Help module has been developed within Liquid Logic, Leicester City Council's Education & Children's Services electronic case management system. Access to the module and training in its use is being rolled out to staff in key partner organisations who may be Lead Practitioners for families now or in the future.

The benefits of this new module and associated practice include:

- Reduction of worker time as relevant information is shared from Early Help Assessment to Single Assessment (the social care assessment) when required and vice versa
- Integrated case management
- Increased intelligence on all service requests and responses for any agency in Leicester

Information Sharing Agreement

A key principle of our partnership Early Help delivery model is the agreement and ability to share information about children, young people and families that require Early Help across the partnership (see Principles, page 7). The Early Help Strategic Partnership Board has undertaken a large piece of work to draw up an Information Sharing Agreement that **all** partner organisations are willing to sign. As of June 2016, this agreement is in the final stages of development and about to be signed by partners across the city.

“Leicestershire Police actively supports the principle of information sharing in the Early Help strategy as it aligns with our values and culture within ‘Our Duty’ to protect children and vulnerable people and trust our people to use their judgement to make good decisions.

We share information with partners, where we feel there may be any risk of harm to the wellbeing of a child, in the knowledge that partners may hold additional information. This allows a richer picture to be collated over time enabling an informed assessment of risk and better outcomes for families and communities.”

Supt Simon Cure, Head of Serious Crime –
Leicestershire Police

Behind the Partnership Pledges

The Leicester Children's Trust partnership organisations have signed pledges of support for the delivery of this strategy (see page 4). The level at which each organisation deliver against these pledges will depend upon their purpose and role.

For example, some partners deliver services directly to children and families and therefore all aspects of the pledge will be directly relevant to their operational role.

Other partners are responsible for commissioning rather than direct service provision. Commissioners signing this pledge commit to embedding the principles of Early Help within service specifications and commissioning arrangements that they enter into.

This section provides some commentary to support each pledge.

- **Name a member of staff as the Designated Lead for Safeguarding and Early Help**
This person will be responsible for making decisions regarding Early Help as part of their safeguarding role. However, by naming a lead it is important that all staff understand that safeguarding remains the responsibility of every individual professional. Involving the Designated Lead does not pass on individual responsibility and accountability.
- **Train staff to effectively undertake their role in the provision of Early Help**
This includes releasing staff to be trained to use the Liquid Logic Early Help module where it is appropriate to their role as potential Lead Practitioners, to support the management and monitoring of the multi-agency Early Help Assessment work.
It is recognised that staff may need development to effectively fulfil the Lead Practitioner role and so organisations may consider enabling mentoring or co-working of cases in the first instance, alongside further training such as chairing meetings. The training plan includes a range of relevant training that supports the work of Lead Practitioners such as completion of assessments, dealing with conflict, gaining consent and evidencing outcomes.
- **Ensure our staff and service users can easily access Early Help in our organisation when they need it**
This means that all staff and the children, young people, parents and carers with whom organisations work know how to access Early Help support and that organisations provide Early Help as the first response when difficulties emerge for families.
- **Define and publish our Early Help offer**
This means that where organisations directly provide support to families, they define and publish what that Early Help offer looks like to the families with which they work. It also means outlining the clear pathway from the organisation's first response, to the multi-agency Early Help response and through to Social Care, only if escalation is required.
- **Evidence the impact of our Early Help work**
This means that each organisation develops meaningful measures and puts a process in place which enables their staff to record and monitor how their Early Help work has contributed to improving outcomes for children, young people and families. How this system is designed will vary across organisations but the pledge commits organisations to providing this information to the Early Help Strategic Partnership Board in a format to be agreed by the partnership.

Governance and Accountability

Governance

The governance and oversight arrangements for this strategy recognise that the delivery of our offer is not the responsibility of a single agency but is owned by all partners that work with children, young people and families.

Governance is provided by Leicester's Children's Trust Board, via the Early Help Strategic Partnership Board at a city level, and the Early Help Locality Partnerships at a neighbourhood level. Scrutiny and challenge is provided by the Local Safeguarding Children Board. Membership of each of these Boards is broad and involves statutory, voluntary and community sector partners.

"I became involved as a member of our Early Help Partnership Board in 2015, when I took up a new role in our team. I was immediately impressed by the commitment of the people on the board to work even more closely together to improve opportunities and outcomes for families in Leicester. I am really proud to be the deputy chair for the Partnership Board now, so that we can make a strong contribution to our safe and effective Early Help offer as partners in our community."

Janet Harrison – Leicestershire Partnership Trust

Performance Management

The Early Help Strategic Partnership Board receives reports and provides oversight of performance management information provided by partners who directly deliver Early Help. There are six Early Help Locality Partnerships (based in six geographical cluster areas covering the whole city) that discuss local issues, priorities and identify needs to be addressed within communities. These local partnerships report regularly to the Early Help Strategic Partnership Board.

The impact of Early Help work is not only monitored through performance management frameworks but also through a range of mechanisms whereby children, young people and their families participate in service design and provide feedback about their experiences of receiving services (see page 29).

Action planning and review

To ensure this strategy is delivered, an annual review will be undertaken to refresh the 'Priorities and Next Steps' section and ensure that progress is being made. The Early Help Strategic Partnership Board is responsible for monitoring this progress; recognising the risks to families and organisations in the event that this strategy is not effectively delivered.

Measuring Impact

The 'success' (or positive impact) of Early Help work in Leicester is measured, assessed and evidenced in three key ways:



Performance Management and Quality Assurance

The Early Help Strategic Partnership Board has developed a performance book containing a range of data indicators that members felt most appropriately measure the progress and assure the quality and positive impact of Early Help interventions. There are many different measures used up and down the country to demonstrate the effectiveness of Early Help and the initial development of Leicester's performance book included many more measures. However, this was reviewed and refined to ensure that the measures include data that we can practically collect (some measures were found to be almost impossible to gather in a meaningful way) and that can be analysed to provide trend information that is helpful.

Other performance management frameworks are also in place, overseen by structures such as the Safeguarding Effectiveness Group and the Leicester Safeguarding Children Board, with many indicators that either overlap or interact with those of the Early Help Performance book. It is recognised that these links must be robust in order for the governance structures to effectively oversee performance.

A full list of the chosen Early Help performance indicators can be found in the appendix on page 35, linked to the key themes (see page 8). Each indicator has a named 'owner' who is responsible for providing data updates as well as narrative to accompany the data, enabling the members of the partnerships boards responsible for oversight and scrutiny to fully understand both positive progress and challenges to the delivery of effective Early Help. It is recognised that the inclusion or exclusion of specific indicators will change over time in response to changing needs and priorities. As the Early Help provided by partner agencies also develops, it may be possible to include indicators that require data to be gathered and submitted by those agencies in order to provide a fuller picture of the impact of Early Help.

Research and Best Practice

It is important to continually scan the latest information and briefings provided by Government and national organisations such as the Early Intervention Foundation, in order to learn and refine the Early Help offer in Leicester. The continually changing landscape within local government and public services in general (see Context section on page 9) means that the national and local context is likely to change around us. Leicester's Early Help offer will be reviewed as necessary, in response to these changes, including learning from emerging best practice.

"In a climate where early help resources are reducing, it has never been more important to evidence the outcomes gained for individuals and families accessing early help support, not only for families themselves but for services to be able to demonstrate the impact they have made.

The Early Help Strategic Partnership Board can be proud of their commitment to a partnership approach to evidence impact through the partnership performance report, quality assurance framework and the implementation of the Rickter Scale outcome-based tool to be used in all multi-agency Early Help Assessments."

Jackie Difolco – Head of Service (Early Help) –
Leicester City Council

Listening to Children, Young People and Families

A key quality assurance mechanism to measure the success of Leicester's Early Help offer is to capture regular and meaningful feedback from the children, young people and families who receive our services. The description of the development of Leicester's offer (in Local Context on page 13) includes reference to the Families Outcome Plan model which uses the Rickter Scale to evidence impact and distance travelled for families. Analysis of this data, alongside qualitative feedback and consultation methods, provides us with valuable information that helps us to improve and develop the Early Help offer in Leicester.

The council and partners' Early Help work is also informed by a range of organised and supported groups through which the voice of children and young people is heard, including:

- Children's Council – for all 7-13 year-olds
- Big Mouth Forum – for disabled children and young people
- Young Advisors – specially trained and commissioned by organisations to support service improvement
- Leicester Young People's Council – made up of 42 members who provide strategic scrutiny to help shape local decision-making (The most recent election in March 2016 saw the largest ever turnout with more than 11,000 young people aged 11-19 casting votes)
- Children in Care Council – supports and challenges the council's Corporate Parenting Forum

Members of these groups have been involved in the development of a media tool that can be used in training for practitioners, key recruitment and selection processes, reviewed access at Children, Young People and Family Centres and have been informing the establishment of a shadow Local Safeguarding Children Board.

Priorities and Next Steps

This section is not intended to set out a detailed action plan, but rather express the current position and future actions that are planned to be undertaken and embedded during the life of this strategy 2016-19. The column expressing our partnership response has been populated in consultation with Early Help partners and providers, setting out how together we are using tools and ways of working together that address and achieve the associated objective.

The column setting our future actions includes those intended to strengthen the Early Help partnership in Leicester and embed the principles of this strategy across the city. Some of the actions are practical reviews of work and within organisations, while others express a commitment to changes to current practice and recognition of the need for improved measurement and monitoring of the impact of Early Help work on children's outcomes.

As stated under Governance and Accountability (page 27), this section will be reviewed annually to enable the Early Help Strategic Partnership Board to monitor progress and review strategic direction in the light of changes to the Early Help landscape over the period of the strategy.

The position in 2016:

Objective	What Is Our Partnership Response?	What Future Actions Will We Take?
Support		
To target resources effectively to support children and their families as early as possible when problems arise	Families Outcomes Plan Liquid Logic system Universal Offer Clinical Forums LCC's EH Pathway EHA EHLs – networking, sharing info, joint working 0-19 HCP pathway merging with EH Use collective information/intelligence to effectively target resources and raise staff awareness of processes	Rebranding of LCC's terminology to make it generic to all Review LCC EH pathway description (Advice Point, Short term work and EHA) to be embedded and implemented with partners Complete work of the LESPOG Early Help strand with schools Implement and embed the Safeguarding Competency Framework All to complete relevant EH training Develop the multi-agency workforce development plan to reflect the training needs of the workforce Develop pragmatic data sharing and storing systems across organisations
To monitor and measure the impact of the Early Help offer through a shared commitment to robust assessment processes and performance management	EHSPB performance report reflecting partnership priorities for scrutiny, challenge and improvement LCC QA framework including EH cases but in its infancy Include this requirement in all specifications for commissioned services	Partnership Performance on quality of EHAs Partners to devise EH indicators for specific services Include a statement in all specifications/performance management frameworks

Objective	What Is Our Partnership Response?	What Future Actions Will We Take?
Strengthen		
To build on the strengths and capacity of families and communities to meet children’s needs through universal services where possible	Universal Offer Investment in parenting 0-19 HCP pathway merging with EH	EH Strategy Agencies to publish their EH offer Embed Families Outcomes Plan to underpin work with partners Include and promote strength-based approaches when commissioning services Raise awareness of EH strategy with appropriate groups
To prevent the need for referral and thereby reduce the number of children requiring specialist and statutory support	Multi-agency workforce development programme Implement the performance monitoring Step Up Step Down between EH and SC LLR Thresholds Procedures revised to provide clarity of EH role and services	Re-profile and focus Troubled Families funding on children and young people who are on the cusp of requiring statutory services Audit of referrals to Social Care from partners Develop a system of feedback to referring organisations on effectiveness and appropriateness of referrals Embed Families Outcomes Plan to underpin work with partners Embed Rickter Scale assessment model Promote intervention with children and families at the right level and in a timely manner to ensure early intervention and best use of resources Review the referral process and consider enabling verbal consent to initiate the process before written consent is gained

Objective	What Is Our Partnership Response?	What Future Actions Will We Take?
Thrive		
To support children to thrive by intervening to improve key protective factors that help build resilience	0-2 Preventative Pathway as part of EH and HCP 0-19 pathway Adolescent support services and bespoke programmes	Issue protective factors guidance and briefing/training Focus on schools and colleges Include the identification of and building upon key protective factors when commissioning services
To support Leicester's Early Help model to thrive by improving service effectiveness through shared understanding and responsibility across partners	EHSPB 0-19 EHLPS EH Strategy EHSPB Performance Report CYP plan Scrutiny by LSCB Annual LCC EH events	Increase profile and priority of EH services Hold EH partnership events Regular scrutiny of performance of EH services Embed a culture of 'deep dives' into service areas i.e. delivery and impact Promote the growth and development of Leicester's Early Help offer by being active partners and demonstrating commitment by attending meetings and making active contributions Continue to plan workforce to meet demands including embedding and evaluating training Continue to address any identified training/development needs within services

Appendices

Linked Strategies and Further Information

Local plans and guidance

- Leicester's Children and Young People's Plan 2014-17 <http://www.leicester.gov.uk/media/113643/children-and-young-people-plan-2014-17.pdf>
- Leicester's Health and Wellbeing Strategy 2013-16 http://www.leicester.gov.uk/media/177755/leicester___s_joint_health_and_wellbeing_strategy_2013-2016.pdf
- Leicester, Leicestershire & Rutland Safeguarding Children Board – Thresholds guidance http://llrscb.proceduresonline.com/pdfs/thresholds_access_services.pdf
- Leicester Safeguarding Children Board – Business plan <http://www.lcitylscb.org/about-lscb/businessplan/>
- Leicester City Council's Early Help Operating Manual

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- "Working Together to Safeguard Children" (2015), *London: HM Government* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/419595/Working_Together_to_Safeguard_Children.pdf
- "Early Help: whose responsibility?" (2015), *London: HM Government* https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/410378/Early_help_whose_responsibility.pdf
- "The impact of children's centres: studying the effects of children's centres in promoting better outcomes for young children and their families" (DfE, 2015), *London: HM Government* <https://www.gov.uk/government/publications/childrens-centres-their-impact-on-children-and-families>

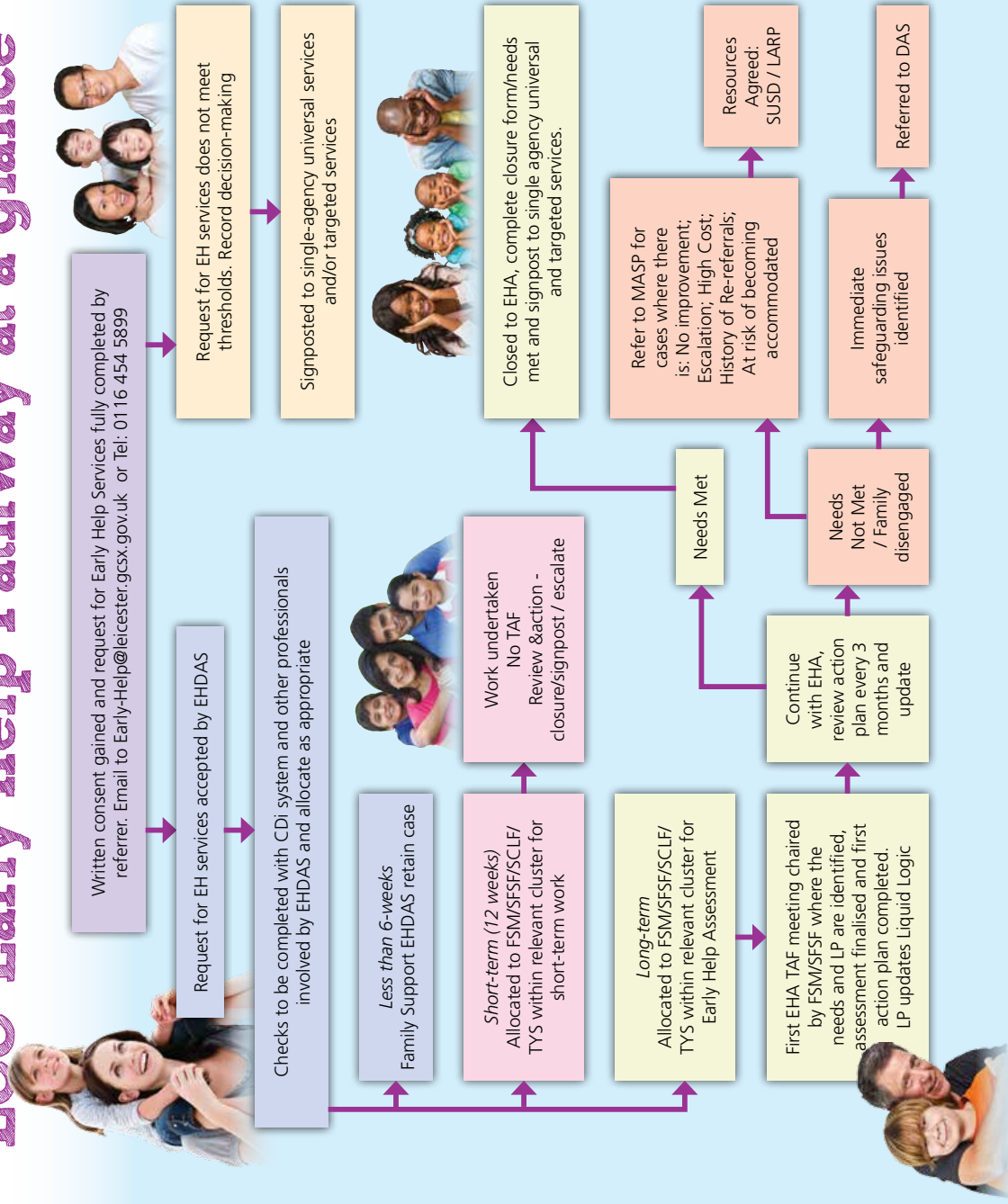
Websites

- Leicester Safeguarding Children Board website <http://www.lcitylscb.org/>
- Leicester's Early Help website <http://www.leicester.gov.uk/schools-and-learning/support-for-children-and-young-people/early-help>
- Early Intervention Foundation Website: www.earlyinterventionfoundation.org.uk

Performances Indicators as at June 2016

Theme	Performance Indicator
Strengthen	Primary school persistent absence rate (>10% absence)
Strengthen	Secondary school persistent absence rate (>10% absence)
Strengthen	No. of domestic or sexual violence incidents at start and end of intervention
Thrive	Improvement in family wellbeing and/or physical, mental or emotional health
Thrive	Family members report a reduction in harmful alcohol and drug use
Strengthen	Phase 2: Troubled Families claims made
Strengthen	Take up of funded early education 2,3 and 4 year olds
Strengthen	Good Level of Development at EYFS
Strengthen	Gap between lowest achieving 20% and the rest at EYFS
Strengthen	Raising the Participation Age - Year 11 leavers participating in learning
Strengthen	% of Primary school pupils with one or more fixed period exclusions
Strengthen	% of secondary pupils with one or more fixed-period exclusion
Thrive	Young People's Employment, Education and Training
Strengthen	Supervised by YOS Not in Education, Employment & Training
Strengthen	The number of First Time Entrants (FTEs) into the Criminal Justice System
Strengthen	Under 18 conception rate (15-17 per 1000)
Strengthen	Infant Mortality - Rate per 1,000 live births
Strengthen	16-17 year olds presenting as homeless
Strengthen	% of 5 year olds with decayed, missing and filled teeth
Support	Contact sources requesting targeted council Early Help Services
Support	Council Early Help Casework (both TAR and EHA)
Support	Step Up Step Down between Early Help and Social Care
Strengthen	Successfully completing an advised treatment programme (drug or alcohol)

LCC Early Help Pathway at a glance



Glossary

- CDI**
Cluster Data Integration
- DAS**
Duty & Advice Service
- EH**
Early Help
- EHA**
Early Help Assessment
- EHDAS**
Early Help in Duty & Advice
- FSM**
Family Support Manager
- LARP**
Leicester Access to Resource Panel
- LCC**
Leicester City Council
- MASP**
Multi Agency Support Panel
- SCLF**
Senior Childcare Learning Facilitator
- SFSF**
Senior Family Support Facilitator
- SUSD**
Step Up Step Down
- TAF**
Team Around The Family
- TYS**
Targeted Youth Support
- Contact details**
EHA co-ordinator
Early-Help-Queries@leicester.gov.uk

LEICESTER'S 0 - 19 HEALTHY CHILD EARLY HELP PROGRAMME

Mandated reviews / Health assessments / 2 Year pathway

Whole Family Approach / Partnerships / Early Help Assessment / Early Help Response Team
Advice Points / Digital offer / Traded services

PROMOTING HEALTH

SUPPORTING FAMILIES

MAXIMISING LEARNING

HIGH IMPACT AREAS

Transition to parenthood/parenting
Maternal mental health
Breastfeeding
Healthy weight, healthy nutrition and oral health
Managing minor illnesses and reducing accidents
Health, wellbeing and development at 2
Support to be ready for school
Emotional health and wellbeing and building resilience, self-esteem and confidence
Addressing risky behaviours
Supporting vulnerable families
Maximising achieving and learning



WORKFORCE

0 - 19 Healthy Child Programme Practitioners
Early Help Practitioners
Apprenticeships, Volunteers, Placements
Welfare Rights and Housing
Management and Administrative Support

PRINCIPLES

Positive Outcomes
Partnerships
Workforce Development
Shared Language
Joint Planning and Commissioning



UNIVERSAL, EARLY HELP, SPECIALIST

SAFEGUARDING CHILDREN AND FAMILIES

Improved access : Improved experience : Improved outcomes : Reduced inequalities

Draft 1.6 June 2016