

From: **Roger Gough, Cabinet Member for Education and Health Reform**

Peter Oakfield, Cabinet Member for Specialist Children's Services

Mike Hill, Cabinet Member for Community Service

Patrick Leeson, Corporate Director for Education and Young People's Services

To: **Education and Young People's Services Cabinet Committee – 23 July 2014**

Subject: **Early Help and Preventative Services Prospectus and One Year Plan 2014-2015**

Classification: **Unrestricted**

Electoral Division: **All**

Summary: Following the establishment of the Early Help and Preventative Services Division in April 2014, a Prospectus (appendix 1) and an interim One Year Plan for 2014-2015 (appendix 2) have been developed (both are attached). These two key documents detail the strategic approach and ambitions for Early Help and begin to translate them into practice.

The Early Help Prospectus published in May 2014 sets out what we mean by early help and prevention, the scale of need and our vision and approach to addressing need including setting out arrangements for local service delivery and indicating how Early Help will reduce future demand by preventing problems arising or deal with them early on.

The One Year Early Help Plan details the key priorities, actions and targets to measure improvements in Early Help performance and deliver improved outcomes for children, young people and families till August 2015.

Recommendations: The Education and Young People's Services Cabinet Committee is asked to:

- (i) Note the vision and approach to early help and prevention, detailed in the Prospectus that has been shared with staff, schools and other key partners who are critical to delivering shared and improved outcomes for children, young people and their families;
- (ii) Consider and comment upon the Early Help Plan 2014-2015, and in doing so, endorse the Plan in order to provide strategic leadership focus for Early Help, improve service delivery and effectiveness and ensure that help and support is available to families that are experiencing difficulties, quickly and effectively.

1. Background

- 1.1 In September 2013 the County Council committed, in its transformation plan, 'Facing The Challenge - Delivering Better Outcomes' to transform the way services are delivered to achieve better outcomes while spending less.
- 1.2 The overarching framework for Children's Services 'Every Day Matters: Kent's Children and Young People's Strategic Plan 2013-2016', committed all parties involved with children, young people and their families, to work together to deliver integrated services. This strategy states: "A disproportionately high percentage of the budget is spent on a relatively small number of children with complex and acute needs. As a result, KCC has not invested sufficient resources in preventative services to the extent that we need to, if we are to succeed in shifting the balance between high level need and preventative services."
- 1.3 In order to achieve this commitment there have been three significant developments since 1 April 2014, which are integrating our services to build a coherent strategic approach for Early Help and Prevention that consistently delivers good outcomes for children, young people and families who need specific targeted help to overcome difficulties:
 - All Early Help and Preventative Services have been brought together through the establishment of a new Division within the Education and Young People's Directorate.
 - An Early Help and Preventative Services Prospectus was published in May 2014, setting out the strategy for Early Help. The Prospectus provides the rationale for change in order to achieve better outcomes shares a vision for the future and details where we are in terms of re-focusing and integrating services and provision into District based teams, informed by a better assessment of needs.
 - The Early Help One Year Plan 2014-2015 sets out what and how key service changes will be made, identifying the development of new processes and systems, rehearses service priorities and targets and identifies key outcomes to be achieved to change demand patterns.

2. Vision and approach to Early Help

- 2.1 The task of the Early Help and Preventative Services Division is to deliver effective early help and prevention, which means better outcomes for vulnerable children and families and reduced demand for social care services. The benefits are improved life chances for children and young people and lower costs to the Council and the taxpayer by reducing the demand for social care.
- 2.2 Kent County Council will target early help services for the most vulnerable children, young people and families who require additional support, with an absolute focus on delivering better outcomes. Children, young people and families will be able to access the right services at the right time in the right place. We will place them at the heart of everything we do, working in a more integrated way and avoiding, where possible, single service interventions which may lack coordination or result in wasteful duplication.

- 2.3 Our vision is that every child and young person, from pre-birth to age 19, and their family, who needs early help services will receive them in a timely and responsive way, so that they are safeguarded, their educational, social and emotional needs are met and outcomes are good, and they are able to contribute positively to their communities and those around them now and in the future, including their active engagement in learning and employment.
- 2.4 The intention is to make a significant difference through early help, to prevent the escalation of needs where we can, and identify the likelihood of problems emerging in the first place. The Early Help Service must make a significant difference by helping to 'step down' social care cases from Children in Need, Children with Protection Plans and Children in Care, in a way in which it is safe to do so.

Range of Preventative Services

- 2.5 From April 2014, the Early Help and Preventative Services have been organised to provide targeted support to vulnerable children, young people and families through two service delivery vehicles, Kent Integrated Family Support Service (KIFSS) and Kent Integrated Adolescent Support Service (KIASS). These services incorporate:
- Children's Centres
 - Troubled Families Programme
 - Early Intervention and Family Support Workers
 - CAF Co-ordinators
 - Attendance and Inclusion
 - Support for Gypsy, Roma and Traveller children
 - Youth Work
 - Youth Offending
 - Connexions Targeted Support for NEET young people
 - Services for Young People's Substance Misuse
 - Teenage pregnancy and sexual health
- 2.6 There will also be more joined up work with CAMHS, School Nursing and Health Visiting, together with a more co-ordinated approach to commissioning children's health provision.

Local District Lead Roles

- 2.7 Every school now has a named Early Help Service contact. Details of the contacts were circulated to schools in May 2014 as part of the Early Help Prospectus. The key local district lead roles to support schools are:
- KIASS Manager and Casework Manager
 - KIFSS Manager and Early Help Lead Professional Manager
 - Troubled Families District Co-ordinator
 - Specialist Teaching and Learning Service (STLS) District Co-ordinator
 - District Integrated Family Service Manager (Specialist Children's Services)
- 2.8 Our approach is based on the following key elements:

- Provide a single service response so that families, children and young people do not need to move around the system and in and out of different services.
- Strengthen earlier intervention through universal settings and to deliver our early help services in families and in and around schools and other universal settings.
- Co-ordinate our services with NHS services, so that we get a more integrated approach with health visitors, school nurses, CAMHS and substance misuse and sexual health workers who all have a role in providing early help.
- Use the strengths of families to help themselves and ensure continuity of support for them until they feel things have improved.

Key Outcomes we are looking for

2.9 Having clear outcomes in mind helps us to do the right things and enables us to measure the impact of our preventative interventions over time. They also provide us with performance data to drive continual improvements.

2.10 Early Help and Preventative Services will focus on the following key outcomes:

- Reduced need for statutory social care and more effective support for children and young people on the edge of care so that there are reduced numbers of children in care, child protection cases and children in need
- Increased numbers of children and young people who are stepped down safely from social care and who are not re-referred
- Increased use of the CAF and more successful outcomes as a result of CAF interventions
- Improved educational attainment outcomes and closing of attainment gaps at all ages
- Reductions in days lost to education through exclusion and absence, and in the number of permanent exclusions and rates of persistent absence from school
- Reduction in youth crime, re-offending and anti-social behaviour
- Reduced NEETs and improved participation in learning and training to age 18
- Improved readiness for school by vulnerable children at age 5
- Improved participation in 14-19 vocational pathways including increased take up of employment with training, apprenticeships and traineeships by vulnerable groups
- Reductions in substance misuse and teenage pregnancy
- Increased breast feeding and reductions in smoking by pregnant women and mothers
- Improved resilience and well-being for children and young people with reduced mental and behavioural problems and less demand for CAMHS services.

2.11 To assure ourselves of progress in achieving improvement in relation to the priorities we have developed a set of targets and outcome measures to show the impact the new preventative services are having. These are set out in the Action Plan.

3. Financial Implications

- 3.1 The extent of available resources will shape the scale but not the direction of the action plan. All priorities and targets detailed in the Early Help One Year Plan 2014-15 will be achieved within the agreed MTP budget for Early Help and Preventative Services in 2014-2015.
- 3.2 Wider resources will be harnessed to support the delivery of Early Help key priorities and actions, including Schools AEN Funding, Pupil Premium monies, Special School Outreach support, PRU and alternative provision, free Early Years places for 2 year olds and health resources including Health Visitors, School Nursing and CAMHS.
- 3.3 As the Early Help offer becomes more effective, comprehensive and targeted, so the impact on outcomes for children and young people will improve and prevent problems from escalating. This will generate savings on statutory Social Care as referrals become more appropriate with only the most effective interventions and support being commissioned in future years.

4. Next Steps

- 4.1 Work is already underway to improve provision and demonstrate a focus on improvement of outcomes. Further work is needed to re-design our services and develop better ways of working, and a number of service developments and changes are set out in the one year plan. This will be accelerated in the autumn term 2014 with the development of a more developed and longer term Early Help Strategy and Plan 2015-2017, led by Florence Kroll, the new Director of Early Help and Preventative Services who commences work with KCC on 21 July.
- 4.2 We shall build upon the actions in the Early Help One Year Plan, reflect upon what we learn through implementing changes and use this learning to inform Early Help and Preventative Services future configuration and practice to support Kent's children, young people and families more effectively.

5. Recommendations

Recommendations: The Education and Young People's Service Cabinet Committee is asked to

- (i) Note the vision and approach to early help and prevention, detailed in the Prospectus, that has been shared with staff, schools and other key partners who are key to delivering shared and improved outcomes for children, young people and their families;
- (ii) Consider and comment upon the Early Help Action Plan 2014-2015, and in doing so, endorse the Plan in order to provide strategic leadership focus for Early Help, improve service delivery and effectiveness and ensure that help and support is available to families that are experiencing difficulties, quickly and effectively.

6. Background Documents

6.1 Early Help and Preventative Services Prospectus:

http://www.kent.gov.uk/_data/assets/pdf_file/0006/13965/Early-help-preventative-services.pdf

7. Contact details

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