



Early Intervention Strategy for Children / Young People and Families 2014 – 2017

December 2014

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Foreword

The idea of early intervention is simple: by working together with children, parents and families we can prevent issues occurring, or provide better support when they do.

This strategy represents a renewed commitment to work in this way and is a development from the previous Early Intervention approach undertaken within Calderdale.

Calderdale's Early Intervention Strategy is a vision and an approach that will continue to be developed by feedback from Children and Young People and Families. The aim for Calderdale is that Children and Young People tell us that the Help they got was at the right time and it was good.

“Our goal is that Early help should be the heart of what makes Calderdale a great place to live, grow and achieve. Families supported in their communities without the need for statutory agencies to be involved.”

Stuart Smith Director for Calderdale Children and Young Peoples Services

Summary

- This revised strategy is the next step in Early Intervention and sets out what Calderdale is doing to ensure children and families get Early Help¹. It continues to build on our strategic aims.
 - **Start healthy and stay healthy**
 - **Are safe at home, in school and in the community**
 - **Enjoy learning and achieve their best**
 - **Make friends and take part in activities**
 - **Stay in education and get a job**

“The support I have received has been excellent. The help received was much appreciated and needed. Would not have got through half of the things. It has helped us a lot our family is better and happier”
Calderdale Parent

Early Intervention says:

- Everybody needs help in one form or another at some time. Early Intervention is about stopping problems early, for families. **(What do we mean by early intervention? P5)**
- We want to support families to help themselves, make sure services spot those who need extra help, and make sure services act quickly in supporting families to protect. **(What does our strategy cover? P6)**
- This is important for many reasons – including better outcomes for families, and savings to the public purse. **(Why is this important? P7)**
- We already have many things in place to do this. We have written this strategy to build on them. Our updated model includes:
 - An emphasis and belief that communities are capable of helping themselves in many cases.
 - That everyone has to act together to make children and young people are kept safe.
 - Further improvements from what we have learned in how we provide services.
 - Better ways to find information about services.

¹ Early Help and Early Intervention are interchangeable terms.
Calderdale Early Intervention Strategy

- Single assessments that recognise often we can only help a child by also helping his or her family.
- New systems to check that we have a full picture of a child.

(The Calderdale model for Early Intervention, p8)

- The model of Locality Panels has been established for 18 months and has strong partnership sign up, the multiagency case management panels are demonstrating improved outcomes. We continue to listen and respond and agree actions to improve effectiveness, this has seen the development of the Single Assessment form used by all the partners.
- The Children and Young People's Partnership Executive will be responsible for overseeing progress, and keep the other partnership boards informed and ensure alignment with the Strategic Planning Framework. The Calderdale Safeguarding Children Board will check that the strategy provides a robust framework for keeping children safe across the continuum of need. (What we will do to put our model in place, p10)
- To check how the strategy is making a difference, we will listen to what children and families tell us, continue to use performance and quality assurance information, and do research. (How will we know if the strategy is working? P11)
- We are doing this at a time of reducing budgets. We are committed to a consistent approach by all partners – only spend to save -not additional money. (Resources, p10)

What do we mean by Early Intervention?

Everyone needs help of one form or another throughout their lives – learning new skills, sharing daily tasks, getting information.

And often after a bit of help from others we are able to help ourselves. Sometimes we all experience difficult situations and this is when we might need extra help.



Early Intervention means that people get extra help before things get worse. We are particularly talking about families with children who might need extra help.

What does our strategy cover?

Ideally family, friends and neighbours will be able to provide intervention when it's needed. We also want to make sure that when services are needed, they are provided as early as possible. So we will:

- **Support children, young people, families and communities to help themselves whenever possible.**
- **Make sure all services can quickly spot children, young people or families who might need extra help from them¹.**
- **Make sure all services act quickly as soon as they know help is needed².**

"I am really grateful for all the help and information I received. I have made a big difference in my life. Thank You"

Calderdale parent

In many ways we have built a strong basis over the last 18th months with the development of Early Intervention in August 2012, we are already doing many of these things. We have revised this strategy to make sure we keep doing them, get everyone involved, and do even better.

This strategy was written by organisations in Calderdale who provide help in one form or another. This includes GPs, the hospital, the council, the fire service, schools, police, voluntary organisations and more. These organisations also try to help people help themselves.

The strategy is for children aged 0-17 in Calderdale, and their families. Families with young people aged up to 24 may be included in some circumstances, for example where a young person has a disability or is seen as being vulnerable.

¹ To avoid confusion: whilst our Early Intervention approach includes Early Years, it also encompasses Children and Young people

² This means acting quickly at all levels of need ('Continuum of Need').
Calderdale Early Intervention Strategy

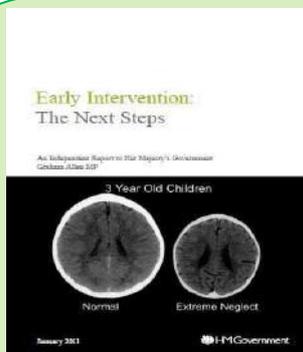
Why is this important?

- Stopping problems early means that children and families do better. There is lots of evidence for this.
- This is an important part of protecting children from serious harm or neglect ('safeguarding') and improving health.
- We want to spend more of our budgets on tackling problems quickly before they get worse. But at the moment the demand for services to tackle serious problems is growing. We need to find the right balance.
- When we provide services we want to make sure this is based on evidence of what works.
- When communities are more able to help themselves, everyone benefits.
- We want to recognise the contribution of volunteers, communities and social businesses.
- We want to recognise the strengths of communities and families, and involve them in decisions.

The Centre for Excellence and Outcomes in Children and Young People's Services (C4EO) have estimated that whilst a parenting programme costs around £1000 per family, care for a Looked After Child can cost over £125,000 per year.

As a result of implementing the Early Intervention Strategy we will:

- achieve improved and sustained outcomes for children young people and their Families
- continue to ensure that there is support for families that is delivered within localities by all agencies working together
- reduce gaps and duplication in service provision.



“It is more cost-effective to tackle problems earlier, because it is easier to succeed and because if we tackle them later they are likely to escalate and intensify. If a child has one or two early adverse experiences this increases the risk that they will have more of them.”

Graham Allen, “Early intervention: The Next Steps” (January 2011)

The Calderdale model for Early Intervention

What we already have

What we will add

Support Children, young people, families and communities to help themselves whenever possible.

- Locality Panels with strong partnership engagement.
- Services that help communities to help themselves – everything from Children’s Centres to Health Visitors to volunteers working with young people.
- Approved lists of organisations that we can pay to provide help.
- Increasingly we provide services based on the positive changes (outcomes) they create.
- Some good information about what help is available, for example websites and directories, and the Making Every Contact Count initiative.

1. Emphasise in our ‘Signatures of Risk’ that communities are capable of helping themselves in many cases.
2. We focus on outcomes for families by increasing use of what the Joint Strategic Needs Assessment or ‘JSNA’ tells us about what will make the most difference.
3. Provide **all** services based on improved outcomes.
4. Look for more opportunities to provide services together.
5. Make sure small organisations have a fair chance to provide services.
6. Better ways to find out what help is available.

Ensure services can quickly spot children and young people or families who might need extra help from them.

- An established way for all services to assess what help a child may need (Single Assessment).
- A history of organisations working well together, including:
 - Voluntary, Community and Social Enterprise sector networks such as North Bank and EI locality Forums.
 - Family Nurse Partnership supporting teenage parents.
 - Strategic partnership boards.
 - Action research projects to help us understand where services can make a difference.
 - Standards that say how services for adults will check for children at risk.

7. New systems to check that we always have a full picture of a child who appears to need extra help, and decide who should lead the work to help and protect them.
8. Assessments which recognise that often we can only help a child by also helping his or her family.
9. Dedicated Service targeted at vulnerable groups when a pregnancy is identified.

Make sure services act quickly as soon as they

- Maintain ‘Continuum of Need’ policy (*see following page*).
- A quick and effective response at our highest thresholds, through a Multi-Agency Safeguarding Team.
- Team around the child approach

10. ‘Team around the family’ approach.
11. Update training so practitioners understand the Early Intervention model and the links to the development of the Single

know help is needed.

with 'lead professional' role.

- Performance management and quality assurance framework for Safeguarding.
- *Hear By Right* standards adopted, and some good practical implementations.

Assessment.

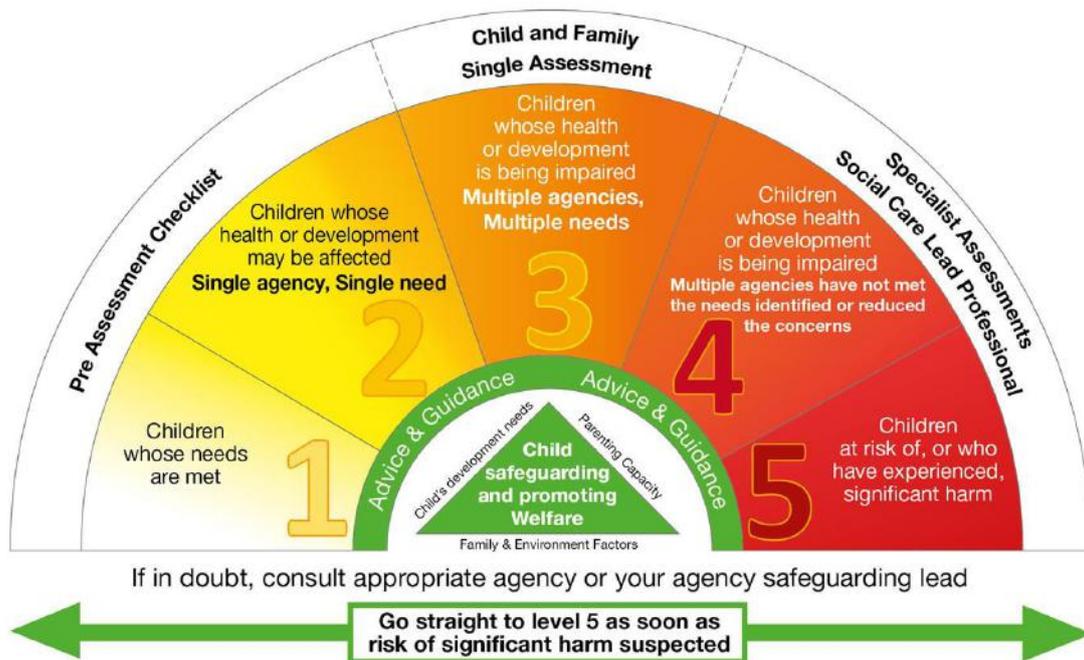
12. If necessary, new ways to listen to children and families' experiences, and additions to performance management and quality assurance, to ensure we know how well we are delivering Early Intervention.

Our continuum of need model

The model below has been used successfully for over two years to help us decide who, when and how much help a child may need. This updated model will be published at the same time as the Early Intervention Strategy, including improvements related to Signatures of Risk leaflet.

If you would like more information on the threshold of need model visit.

www.calderdale-scb.org.uk



"My youth worker had never said they'd do something and then not done it, so it's helped me to trust people"

Calderdale young person

"You have helped us to become a family again"

"Very helpful service. I feel happier now in my new home and safe."
Calderdale children

What we will do to put our model in place

The table on page 8 and 9 shows that we already have many elements of Early Intervention in place.

For the things we will add, there is an action plan in Appendix 1. We will make this part of the Children and Young People's Partnership Executive Action Plan.

The Safeguarding Children Board will check that the Children & Young People's Partnership Executive is making progress. They will do this through the regular updates between the boards. (The regular updates are part of the 'accountability cycle').

Resources

We are developing this strategy at a time of reducing public sector resources.

The action plan (Appendix 1) makes clear who will do what.

The Children and Young People's Partnership Executive will own this strategy and will monitor its implementation. It will:

- have lead responsibility for checking that the Early Intervention Strategy is making a difference to outcomes
- provide a regular summary of progress to the Calderdale Safeguarding Children Board, and other interested partnerships.

Keeping practitioners informed

The main way we will make sure practitioners know about the Calderdale model for Early Intervention is through individual service and partnership training.

The revised strategy will be launch in a special edition of the Safeguarding Children Board Newsletter and partners will ensure their workforce is aware and working to the agreed framework.

There will be regular updates in future editions.

How will we know if the strategy is working?

Moving forward, from Early Intervention

In August 2012 Calderdale launched its Early Intervention Strategy, during this period we have demonstrated improvement in working practices delivering better outcomes for families (Early Intervention Locality Panels). Understanding that providing early help can prevent issues occurring or provide better support is the principal behind this model. It is now important that we revisit success measures.

Listening to what children and families tell us

We will ask children and families whether they feel they are getting the help they need.

For example, we will establish a regular survey of children and young people. We will ask them whether they know how to get help if they need it.

Performance Management and Quality Assurance

We want to select meaningful measures that will show us whether the Early Intervention strategy is working. We will select these from information we already collect, wherever possible. We will review our current measures at the same time as consulting on the strategy. Suitable measures may include:

- Audits of work with children and young people who currently have a Child in Need plan, to see whether help was provided early.
- The number of families moving from a higher to a lower 'threshold of need'.
- An expected reduction in demand for specialist services such as Children Looked After, leading to cost savings.
- Overall better outcomes for children, young people and families according to the Children and Young People's Partnership Executive and Calderdale Safeguarding Children Board outcomes frameworks.
- The percentage of new cases that begin at a high 'Continuum of Need'.

Support children, young people, families and communities to help themselves whenever possible.

- Increasing % of mothers who start breast feeding.
- Reducing under-18 conception rate per 1,000 females aged 15-17.
- Increasing proportion of teenage parents who are engaged in education, employment, or training.
- Increasing % of young people in employment, education and training at age 16, age 17, and age 18.
- Increasing attendance at early education, and school readiness.
- We will monitor the level of use of the *Hear By Right* standard. We want all services to listen to children and young people's voice.

Make sure services can quickly spot children, young people or families who might need extra help from them.

- Ratio of children with a Single Assessment to children who have a Child Protection plan. We expect to see the number of Child Protection plans decrease relative to the number of Single Assessments.
- Reducing number of 10-17 year olds that have entered the criminal justice system for the first time, per 100,000 population.
- A reduction in the number of cases that present at a high 'threshold of need'.

Make sure services act quickly as soon as they know help is needed.

- When we audit case files for children and families at threshold levels 2-4 we will consider whether anything could have been done earlier.
- Reducing % of referrals to children's social care that are repeat referrals within 12 months of a previous referral.
- We will monitor the proportion of children whose need for help reduces (moves to a lower threshold level) when we provide services, and how quickly this happens.

Research

It can take years before we see the benefits of Early Intervention activity. And when different services and communities work together it can be difficult to prove which ones are making a difference.

We will therefore do research that gives us evidence about what works. This could include:

- Action research projects – projects that give us information whilst doing something useful.
- Analyse the relative costs and benefits of different services.

We will share what we learn and we will include the findings in our Joint Strategic Needs Assessment (JSNA).

“There’s never been a time here that I’ve not been listened to or understood.”

Calderdale Young Person

Appendix 1: Action Plan

Appendix 2: organisations who have agreed this strategy

The full list of organisations represented by Calderdale Safeguarding Children Board and Children and Young People's Executive, who have collectively written this strategy is:

Adult Safeguarding Board, CMBC
Calderdale & Huddersfield Foundation Trust
Children & Young People's Service, CMBC
Communities Directorate, CMBC
Councillors
Democratic & Partnership Services, CMBC
Pennine Housing
Lay Member from Calderdale Safeguarding Board
NHS England
CMBC Public Health
South West Yorkshire Partnership NHS Foundation Trust
West Yorkshire Fire and Rescue Service
West Yorkshire Police
Youth Offending, CMBC
Calderdale and Kirklees Child Death Overview Panel (CDOP)
Children and Family Court Advisory Support Services (CAFCASS)
West Yorkshire Fire and Rescue Service
West Yorkshire Police
Probation Trust
South West Yorkshire West Mental Health NHS Foundation Trust
NHS Calderdale Clinical Commissioning Group (CCG)
Calderdale College
Calderdale Community and Voluntary Sector
Schools – primary and secondary School headteacher representatives
North Bank Forum (Voluntary and Community Sector forum)

For more information see www.calderdale-scb.org.uk

Glossary

Abbreviation or name	Meaning
ADCS	Association of Directors of Children's Services (an organisation – see www.adcs.org.uk)
C4EO	The Centre for Excellence and Outcomes in Children and Young People's Services (an organisation – see www.c4eo.org.uk)
JSNA	Joint Strategic Needs Assessment – see for more information.
NORTH BANK FORUM	Forum for voluntary and community sector groups working with children, young people and families in Calderdale