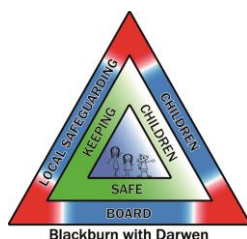


Early Help Strategy

for Children, Young People and their Families in Blackburn with Darwen

September 2013 to September 2016



The Pledge

We have signed this pledge to demonstrate and make explicit our shared commitment to the success of the Early Help Strategy and its key principles. We will ensure that our people and our organisations work collaboratively to ensure the strategy is embedded in all we do. We will use the strategy as an opportunity to further endorse our shared responsibility and agreement to work together to improve outcomes for children, young people and their families.

 <p>Councillor Salim Mulla The Worshipful the Mayor of Blackburn with Darwen Borough Council</p>	 <p>Harry Catherall Chief Executive Blackburn with Darwen Borough Council</p>	 <p>Councillor Frank Connor Executive Member Children's Services Blackburn with Darwen Borough Council</p>	 <p>Councillor Michael Lee Leader of Conservatives Blackburn with Darwen Borough Council</p>
 <p>Councillor David Foster Leader Liberal Democrat Group Blackburn with Darwen Borough Council</p>	 <p>Linda Clegg Director of Children's Services Blackburn with Darwen Borough Council</p>	 <p>Lisa Bibby Director of School's and Education Blackburn with Darwen Borough Council</p>	 <p>Nancy Palmer Chair Local Safeguarding Children Board</p>
 <p>Amanda Webster Assistant Commissioner Lancashire Police and Crime Commission</p>	 <p>Barry Griffiths Head of Learning Services Blackburn College</p>	 <p>Dean Holden Detective Chief Inspector Lancashire Police</p>	 <p>Justin Johnston Deputy Chief Fire Officer Lancashire Fire and Rescue</p>
 <p>Steve Johnson District Manager Cumbria and Lancashire Jobcentre Plus</p>	 <p>Heather Tierney-Moore Chief Executive Officer Lancashire Care Foundation Trust</p>	 <p>Ian Clark Managing Director (West) Together Housing Group</p>	 <p>Vicky Shepherd Chief Executive Age UK Blackburn with Darwen</p>

 <p>Cameron Ashton Outreach Manager and Volunteer Coordinator Jubilee Tower Credit Union</p>	 <p>Sarah Swindley Chief Executive Officer Lancashire Women's Centres</p>	 <p>Councillor Pat McFall Lead Member Children's Services Blackburn with Darwen Borough Council</p>	 <p>Councillor Karimeh Foster Liberal Democrat (Whitehall Ward) Blackburn with Darwen Borough Council</p>
 <p>Garth Hodgkinson Chief Executive Blackburn with Darwen CVS</p>	 <p>Glynn Lowndes Operations Manager (BwD) Via Partnership</p>	 <p>Kieron Williams Implementation Advisor Early Intervention Foundation</p>	 <p>Jess Slater Deputy Youth MP Blackburn with Darwen Borough Council</p>
 <p>Angela Allen Children and Families Service Manager Blackburn Consortium</p>	 <p>Hayley Citrine Acting Chief Nurse East Lancashire Hospitals NHS Trust</p>	 <p>Dr Pervez Muzaffar CCG Executive GP Member NHS Blackburn with Darwen Clinical Commissioning Group</p>	 <p>Kevin Robinson Chief Executive Lancashire Probation Trust</p>
 <p>Neil Sewell Youth Work Manager Youth Zone</p>	 <p>Amanda Barrass Manager Home-Start Blackburn and Darwen Home-Start Blackburn and Darwen</p>	 <p>Councillor Dorothy Walsh Lead Member Health and Adult Social Care Blackburn with Darwen Borough Council</p>	

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Foreword

From Children's Partnership Board, Sub Group of Health and Well Being Board

This strategy has been developed and will be implemented by the Blackburn with Darwen's Children Partnership Board on behalf of the Health and Wellbeing Board. It is a key element of our overall vision to improve outcomes for the children and young people of Blackburn with Darwen and enable them to achieve their full potential.

Implementation of effective Early Help strategies will contribute to meeting the key outcomes outlined in the Health & Wellbeing Strategy – Programme Area 1: Best Start for Children and Young People, across the five priority actions identified:.

1. Improve emotional and psychological wellbeing of children and young people
2. Keep children and young people safe
3. Improve the quantity and quality of physical activity
4. Tackle social isolation across generations
5. Tackle youth unemployment

This strategy will contribute to the safeguarding and promoting of children's welfare which is:

- Protecting children from maltreatment
- Preventing impairment of children's health and development
- Ensuring that children grow up in circumstances consistent with the provision of safe and effective care
- Taking action to enable all children to have the best outcomes

Under the leadership of the Children's Partnership Board all agencies working with children and young people and their families will:

- Provide leadership and direction to improve outcomes for children and young people
- Lead integrated service delivery and effective use of resources including joining up commissioning arrangements where appropriate
- Agree, monitor and evaluate a strategic plan to drive forward the work that partners deliver together
- Hold each other to account for the actions agreed

Councillor Frank Connor

Executive Member Children's Services

Blackburn with Darwen Children and Young People's Partnership

Introduction

Blackburn with Darwen supports the findings from 'The Munro Review of Child Protection' (2011) and recommendations in relation to the use of Early Help as opposed to Early Intervention and agrees with the following statement:

"The case for preventative services is clear, both in the sense of offering help to children and families before any problems are apparent and in providing help when low level problems emerge. From the perspective of a child or young person, it is clearly best if they receive help before they have any, or have only minor, adverse experiences."

(Munro, 2011)

It is believed that investment in Early Help not only improves outcomes for children and families but provides value for money at a time when resources are subject to continuous scrutiny and challenge. This approach should be a key element of local 'Invest to Save' strategies.

Implementation of effective Early Help strategies will contribute to meeting the targets for improvement in both local and national frameworks including key priorities of:

- The best start in life
- Language for Life
- Engaging Parents
- Smarter Working, better services
- Knowledge is Power

This strategy defines what the Children's Partnership Board mean by Early Help in Blackburn with Darwen, articulates the principles that underpin the future development and delivery of services and sets out Blackburn with Darwen Children's Partnership ambition for the development of Early Help services. This strategy takes into account national and local policy drivers and includes our ambitious goal to ensure all our children and young people are safe, aspire and achieve their full potential, regardless of the circumstances in which they are born. It captures the local needs of children and young people in Blackburn with Darwen as identified in the Joint Strategic Needs Assessment (JSNA). It applies across the Blackburn with Darwen Children's Partnership and its partner services.

We are in a positive position to move forward the Early Help Strategy having had a firm basis of Early Intervention across the partnership through successful Sure Start Children Centres and an OFSTED Inspection of Safeguarding and Looked after Children rating of 'good with outstanding features' in partnership working last year.

The ambition is to identify what help the child and family require to prevent needs escalating to a point where intervention would be needed via statutory services.

Linda Clegg
Director of Children's Services

What is Early Help?

“Early Help is intervening early and as soon as possible to tackle problems emerging for children, young people and their families, or with a population most at risk of developing problems. Early intervention may occur at any point in a child or young person’s life.”

C4EO Definition of Early Help

The key principle driving this definition for us is:

“The right help, at the right time in the right place”.

Local context

This strategy is owned by the Blackburn with Darwen Children’s Partnership Board and has been developed following a series of consultation processes.

This is a three year strategy and will be implemented from September 2013 until September 2016. An annual review will be undertaken by the Children’s Partnership Board who will take into account performance monitoring reports.

This strategy incorporates the key principles for an integrated multi-agency approach to the development and implementation of an effective Early

Help Strategy. We believe that effective Early Help requires a whole family approach and encompasses all stakeholders working with children, young people and families.

This strategy acknowledges that agencies will already be addressing their own distinct needs, and meeting a range of individual key performance indicators (KPIs) against a variety of policy drivers. However, this strategy aims to set out key principles for Early Help delivery which can be applied across all agendas and be incorporated onto individual agencies performance management frameworks.

A critical element of implementation and evaluation of our Early Help Strategy is the acknowledgement that this is a long term process. Whilst some interventions may be brief, the effectiveness may be longer lasting and a measurable impact may only be clear sometime in the future.

Who does this strategy cover?

This strategy applies to all children and young people in Blackburn with Darwen aged pre-birth to 19 years (and beyond for children in care and those who have a disability). This strategy takes into account children, young people and their families who have specific needs or vulnerabilities and those in family circumstances presenting challenges.

The information provided below has been detailed using experience and evidence from a focus group following the pilot phase of the 'Think Family' programme.

What works?

- Timely Intervention
- On-going social network support to sustain change
- Family defined outcomes – 'what does better life look like'
- Family Led Interventions
- Positive reward model
- Timely investment of human and financial resources
- Investment in emotional capacity, mental health/therapeutic
- Family Plans (produced by the family)
- Facilitated Family Group meetings
- Using volunteers and developing volunteering
- Gradual support into employment and training for parents
- Reducing secondary gain – making work pay as opposed to claiming benefits
- Easy access to good childcare
- Support for parents with children who want to reduce substance misuse
- Services supporting keeping our children healthy
- Maintaining regular school attendance and making progress
- Easy access to sport and leisure
- Making our communities safe – neighbourhoods and communities working with the Police Service
- Supporting our young people at risk or anti-social behaviour, reparation models
- Community budgets – freedom to invest in families flexibility

What doesn't work

- Interventions carried out at a time when the family may be least likely to embrace change
- Families not being supported to sustain change
- Repeated interventions
- Investing in interventions when families at a time when families don't want it
- Financial expenditure with no evidence of success
- Contracts and sanctions which are not enforceable or psychologically motivating – us being the corporate parent and the family being the child told off or punished for 'naughty behaviour'
- Professional led interventions which are not sustainable longer term
- Families becoming 'attached' to the professional leading the intervention and are then left without them – the only way to get services back is for the previous behaviours to return – this is a negative 'reward' model
- Being 'referred' for support – maintenance of the insecurities around 'not quite being 'good enough', and what is 'good enough'
- Long periods of assessment which meets the needs of the professional not the family
- Professional led action plans and reviews where failure reinforces the negative view of the self
- Large numbers of organisations involved over time without knowing about each other – all investing human and financial resources
- Families may 'play the system' for what they want often mistaken for engagement
- Secondary gains for lack of behavioural change e.g. benefits, worklessness, attention
- Setting thresholds/criteria for accessing support which families fail to meet.
- Individual ring fenced budgets with no flexibility

National context

Blackburn with Darwen, like many local authorities, is operating within a climate of unprecedented challenge for the public and voluntary sectors as demand for specialist services rapidly increase against a backdrop of dramatically reducing resources. Yet, there is an increasing bank of evidence which strongly suggests that early intervention (which we now refer to as Early Help) can help transform the lives of vulnerable children and have the secondary, though equally important, positive effect on cost effectiveness.

National research suggests that the cost of poor literacy to be between £5,000 and £60,000 for each individual over a lifetime (the majority of cost based on lower tax revenues and higher benefits). In comparison, the cost of a reading programme would be approximately £2,600 per pupil with additional evidence suggesting that 79% of participating children would, resultantly, be meeting good levels of literacy.

The central importance of early intervention in enabling children and adults to reach their full potential has been set out in a number of Government reports published nationally to improve our understanding and service responses when working with children and families. Better outcomes for all children and families through high quality cost effective, integrated universal and targeted services will break the cycle of reliance on high cost reactive services and reduce the poor health outcomes and inequalities we see in this borough.

The full 'Literature Review' which sits as a background paper provides a wealth of evidence, but in summary the following documents are guiding Blackburn with Darwen's approach:

The Munro Review of Child Protection: Final Report – A Child Centred System – May 2011 - Professor Eileen Munro

"The case for preventative services is clear, both in the sense of offering help to children and families before any problems are apparent and in

providing help when low level problems emerge. From the perspective of a child or young person, it is clearly best if they receive help before they have any, or have only minor, adverse experiences."

Fair Society, Healthy Lives: 2010. - The Marmot Review

"the foundations for virtually every aspect of human development – physical, intellectual and emotional are laid in early childhood. What happens during those early years, starting in the womb, has lifelong effects on many aspects of health and well-being, from obesity, heart disease and mental health, to educational and economic achievement... Later interventions, although important, are considerably less effective if they have not had good early foundations"

The Foundation Years: Preventing poor children becoming poor adults 2010 - Frank Field MP

"we have found overwhelming evidence that children's life chances are most heavily predicated on their development in the first five years of life. It is family background, parental education, good parenting and the opportunities for learning and development in those crucial years that together matter more to children than money, in determining whether their potential is realised in adult life".

Early Intervention: The Next Steps, January 2011. Graham Allen MP

"I recommend that future expansion of early intervention programmes should favour those which combine strong evidence bases with impact of crucial stages in the development of social and emotional bedrock in children and the present network of children's centres should use such approaches to identify and meet the needs of vulnerable children and families".

Tickell Review, The Early Years: Foundations for life, health and learning 2011

The review makes 46 recommendations under these headings:

- Strong foundations for all children
- An inclusive, access and flexible Early Years Foundation Stage (EYFS)
- Equipped for life, ready for school
- Keeping children safe
- A professional, well supported workforce

Blackburn with Darwen: the people, the place, their needs

The borough is comprised of the two towns, Blackburn and Darwen and the surrounding countryside covering an area of 13,700 hectares.



(Information taken from Census 2011, Index of Multiple Deprivation and Office for National Statistics)

Related factors

- We have a large proportion of teenagers who consume alcohol underage; but we also have a higher than average proportion who report that they never consume alcohol
- We have excellent childhood vaccination rates
- Blackburn with Darwen has 356 looked after children, 150 children subject to Child Protection Plans, 650 children with a Child in Need Plan
- Persistently amongst the worst in the country for deaths in infancy (aged up to 1 year) and child deaths (aged 1 to 17 years)
- We have high rates of smoking in pregnancy
- Rates of self-harm amongst young people are higher than the national average, as are hospital admissions for unintentional and deliberate injuries and deaths and serious injuries from traffic accidents
- More than a quarter of our young people smoke and problem substance misuse is relatively high compared to the North West

There is a wealth of information relating to the demographics, and needs of the borough in the following documents:

- Joint strategic needs assessment (JSNA)
- Joint Health and Wellbeing Strategy 2012-2015

This information has guided the production and priorities of this strategy.

Principles of this Early Help Strategy

Overarching Legal Framework

“Effective early help relies upon local agencies working together to:

- Identify children and families who would benefit from early help;
- Undertake an assessment of the need for early help; and
- Provide targeted early help services to address the assessed needs of a child and their family which focuses on activity to significantly improve the outcomes for the child. Local authorities, under section 10 of the Children Act 2004, have a responsibility to promote inter-agency cooperation to improve the welfare of children”

(Working Together to Safeguard Children – March 2013)

This strategy acknowledges how important a sense of belonging is, for young people’s health, wellbeing and their achievements, as well as for shaping and guiding their development and overall success.

Relationships have a significant impact on children and young people’s opportunities and achievement. Building and sustaining social capital and

helping young people to develop healthy, safe and productive networks must feature high on our collective agendas.

This strategy is predicated on and requires full commitment to multi-agency working requiring consistency of approach, application of thresholds and pooling of resources, including a commitment to joined up commissioning.

In order to be fully effective Blackburn with Darwen Children’s & Young People’s Partnership has agreed a number of multi-agency principles of Early Help to guide and support all services delivered in the borough. The principles also outline the values that all agencies will use in their work with children and families.

We uphold the principle that families are central to defining and addressing the problems that they face and they are key partners in the process.

In order to achieve these objectives Partnership members will take responsibility for fostering a shared inter-agency culture that value the following five principles:

1. Focusing on the identification and access to early help opportunities with families
2. Commitment from all professional staff, volunteers and family members to working together
3. Positive interventions and sharing responsibility for the achievement of better outcomes for children, young people and their families
4. Working to overcome barriers to achieving better outcomes for all
5. Promote shared learning across organisations to ensure that what we do is based on good evidence

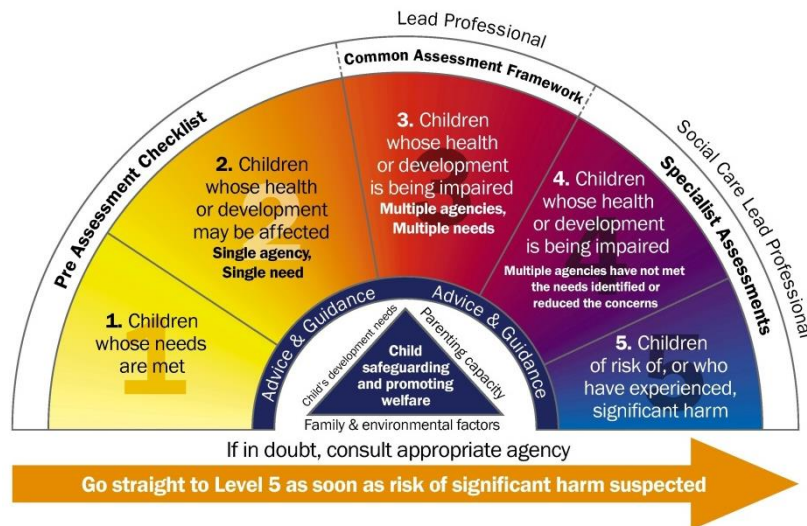
If the principles outlined above are adhered to, then across the partnership we will be able to demonstrate that:

- children and families are central to identifying early, defining and addressing unmet needs and emerging low level problems. They are key partners in the assessment, planning and reviewing process. The voice of the family and crucially of the child (based on age appropriateness) whose development, wellbeing and welfare will be affected by the unmet needs and problems, must be sought at all stages of any early help offer
- there are no wrong front doors as all agencies are committed to addressing the needs of families whether that need falls within their immediate area of professional expertise or not
- need and risk co-exist and that risk ranges from significant to low-level; agencies are committed to reducing risk within families, ideally at the lowest levels of the continuum before the risk reaches the 'significant' harm level, requiring statutory assessment
- where unmet needs and low level problems involve two or more agencies, all agencies are committed to undertaking an assessment using the Children And Families plan (CAF) at the first point of service contact, irrespective of whether the range of needs immediately falls within their professional expertise. Lead Professionals/Advocates will help families navigate through services and coordinate help where more than one agency is involved
- services will be integrated where possible providing escalation where need and risk increase (step-up), and de-escalate services to sustain improvements where risk and need decrease (step-down); services must ensure pathways are smooth and uninterrupted for children and families
- agencies are committed to the on-going improvement of services and will continuously review and evaluate services with their users to ensure they meet needs and address problems effectively.

Child's journey

Continuum of Need and Response

The Blackburn with Darwen Children's Needs and Response Framework applies to all children and young people from conception to the age of up to 19 years. It recognises that all service responses must be directed at preventing vulnerability and meeting the needs identified at the lowest level of intervention. Early recognition, intervention and prevention are essential in order to achieve this.



The following objectives should underpin practice to ensure that the child's journey is at the heart of interventions and interactions within all agencies:

- Information sharing and ICT should act as an enabler, not a barrier to integrated processes across the continuum of need.
- Early Help offer should be well defined, but not separate from other statutory services with a shared focus on the child's journey and the use of escalation and de-escalation (or Step Up/Step Down) and 'tiers of provision' approach.
- Importance of co-ordinated Early Help, CAF/TAC/TAF and Social Care resources at the 'front door' via integration, co-location or ownership of shared thresholds.
- Broaden and embed the use of consistent assessment tools including case summaries, risk assessments, history and chronologies across all agencies.

For families, effective Early Help is about:

- single assessment which facilitates them telling their story once and being listened to – the key vehicle for this will be the Children and Families (CAF) plan
- clarity about which services will help and where they can be accessed.

Desired key outcomes

Key Outcomes

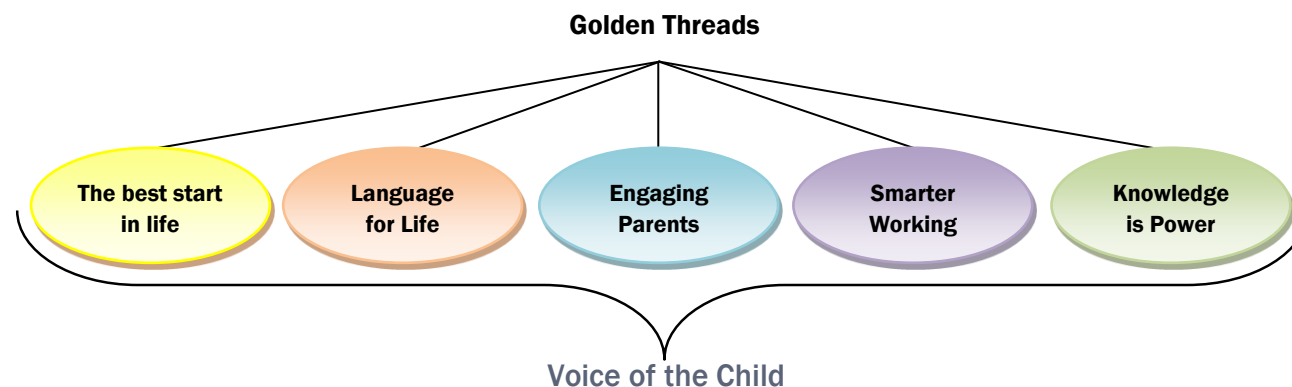
The key outcomes from the strategy will be:

- improved outcomes for children, young people and their families
- integrated support for families delivered in localities
- fewer gaps and duplication in service provision.

In order to achieve this we will:

1. simplify systems and processes wherever possible
2. re-model Family Support provision
3. where appropriate join up commissioning arrangements of services and financial decision making
4. reduce bureaucracy in access to services so that children and families receive 'the right help, at the right time in the right place'
5. improve the skills of the universal workforce, including school staff, so that they can identify unmet needs and risks, respond through assessment and work together with other agencies/service providers in an integrated way that benefits children, young people and their families.

Implementing this strategy



The strategy is designed around the five “golden threads” of early intervention as defined by C4EO’s practice guide for early intervention. These will form the basis for our implementation plan which includes local performance indicators for measuring success and demonstrating impact and will be underpinned by the Voice of the Child. The golden threads are:

- **THE BEST START IN LIFE** - the science of early brain development, established over decades of neuroscience and behavioural research, helps illustrate why child development – particularly from birth to five years – is a foundation for a prosperous and sustainable society. Later interventions, although important, are considerably less effective where good early foundations are lacking.
- **LANGUAGE FOR LIFE** - research shows that up to 10% of children have a long-term, persistent communication disability, and approximately 50% in socially disadvantaged areas have significant language delay on entry to school. There is a strong correlation between communication difficulties and low attainment, mental health issues, poor employment or training prospects and youth crime. With the right support and intervening early, many children with language delay go on to catch up with

their peers, and those with a pre-school history of persistent disorders that can be resolved by the age of 5½, go on to perform within normal limits.

- **ENGAGING PARENTS** - parents are the most significant influence on children, and parenting has profound consequences for their future lives, so it is important to persuade parents that engaging in their child’s development can make a difference, and to build positively on their existing strengths and actively involve them in decisions. Disadvantage is not a block to good parenting but low levels of literacy and numeracy and confidence are obstacles, and self-perception contributes to parents’ motivation to change – so it is important to persuade such parents to engage with support services by convincing them that they can bring real and lasting benefits to their children.
- **SMARTER WORKING** - better services – some children and families need on-going support, while others may have their needs met sufficiently by an ‘earlier’ intervention to do not require later interventions. A continuum of services is needed to identify the most appropriate intervention to match specific needs at a particular point.

- **KNOWLEDGE IS POWER** - evidence and data is used as an integral part of the intervention process and as an aid to innovation. There is clarity of purpose through clearly stated aims. Interventions are informed by a sound evidence base, from local, national and even international sources. There is a clear analysis of local needs, including feedback from children, families and practitioners. Critically, a baseline is established at the point at which the intervention is first implemented, enabling the intervention to be tracked at key stages, to measure the extent to which it is delivering its stated aims and making a significant impact on outcomes.

Voice of the Child

“Children and young people want to be respected, their views heard, to have stable relationships with professionals built on trust and for consistent support to be provided for their individual needs. This should guide the behaviours of professionals. Anyone working with children and young people should see and speak to them; listen to what they say; take their views seriously; and work with them when deciding how to support their needs.”

Indicators of need

In line with the smarter working and knowledge threads, effective identification of those who would benefit most will need to occur. National indicators and information from other Local Authorities would suggest that the following groups would be amongst the target populations for early intervention services. However, children, young people and families with additional needs are often identified through a range of services which may include those not solely concerned with working with children (e.g. police, housing), confirming the importance of good and effective information sharing.

- Children not ready to participate in education by age 4
- Children and families experiencing poverty
- Children and young people affected by mental health/mental wellbeing
- Children and young people at risk or entering or re-entering care
- Teenage parents
- Children missing education
- Young carers
- Children and young people affected by drug or alcohol misuse
- Children and young people affected by domestic violence
- Children, young people and families experiencing homelessness
- Children and young people with disabilities or SEN
- Children and young people at risk of Child Sexual Exploitation missing from home
- Children and young people missing from home

Key performance indicators and measures of success

It is important that indicators which measure success of any early intervention initiatives are established and agreed from the outset. It is equally important that there exists a common framework for data collection and reporting. Many of the borough's strategies report to Lower Super Output Area (LSOA) and all data and reporting will be undertaken to this level.

Improved outcomes

- Increase in children attending early education programmes (2,3 and 4 Year Old Free Entitlements) to benefit children's development
- Reduction in children not "school ready" through early intervention and education which will have a positive impact preparing children for school and later life
- Early Years Foundation Stage attainment
- Reductions in young people NEET
- Speech and language progress (less children referred/more children accessing)
- Reduction in children experiencing poverty
- Reduction in teenage pregnancies

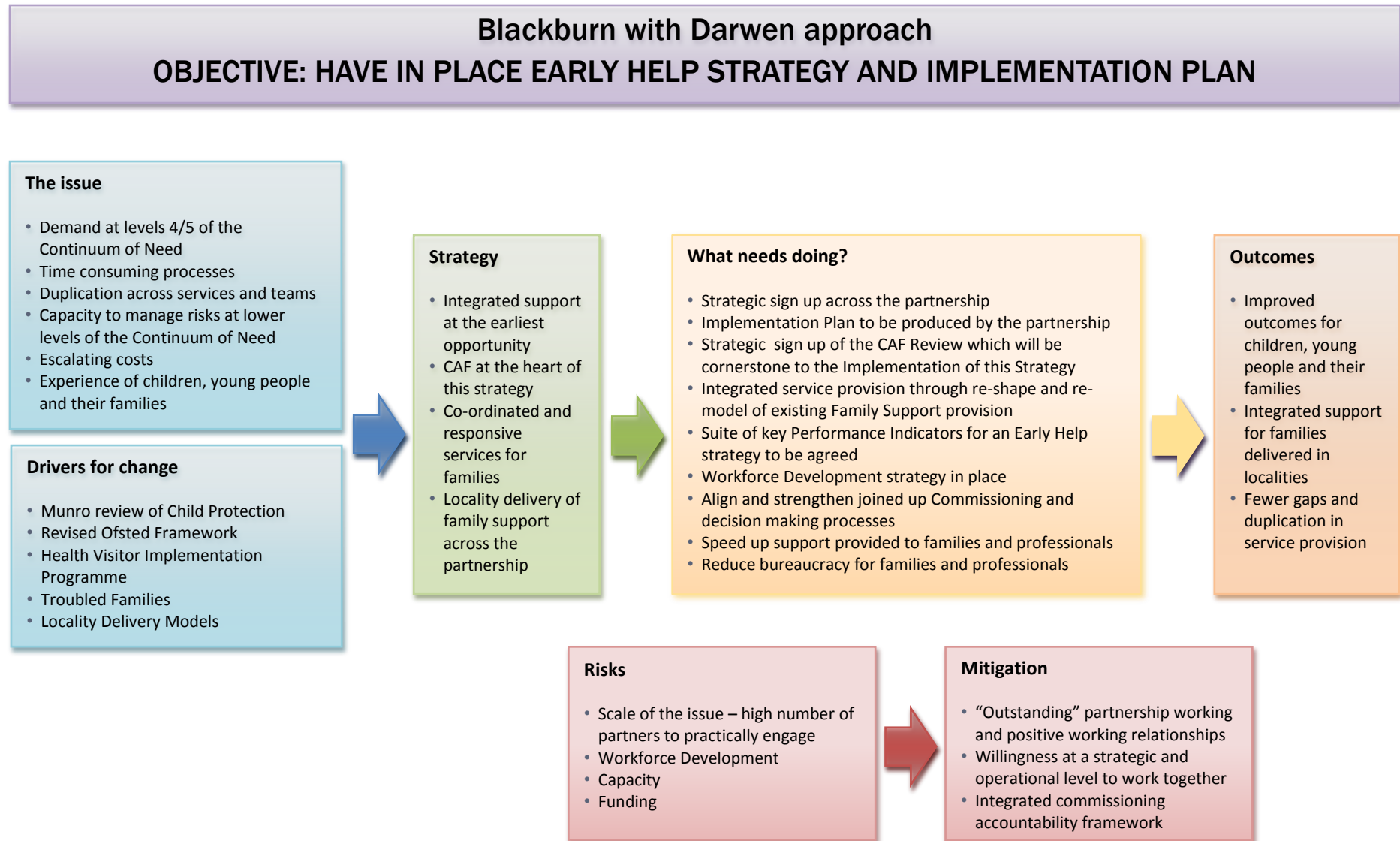
Integrated support

- Parents accessing early support (parenting programmes/family journey)
- Reduction in CP interventions
- Reductions in numbers of children in care
- Reductions in children and young people in trouble with the police
- Numbers of families overall in a period who have accessed early intervention programmes

Fewer gaps

- Development of integrated health, care and education plans
- Improved and effective use of CAFs

Early Help – plan on a page



Action plan

Best Start in Life <i>Commitment: We will focus on child development from birth to five as a foundation for a resilient and sustainable local community</i>					
Health and Wellbeing Strategy Programme area 1:	Early Help Strategy Principle(s)	Actions	Who	When	How do we know it works
Support and encourage healthy behaviour in pregnancy and beyond	1 2	Early Start / Family Nurse Partnership to be delivered to first time mothers under 20 years of age and their families	Health Midwifery	Ongoing	Increase in parents accessing Early Start/Family Nurse Partnership support Reduction in referrals to Social Care for these families. Increase in co-ordinated multi-agency approach to those families on CAF.
		Expand geographical outreach provision in Children's Centres and ensure first time young parents are supported to access their children's centre during pregnancy for provision of advice and support		From September 2013	Increase in consent to Share. Increased no of pregnant First time mothers accessing children's centre delivery/services. Increase in pre-CAF assessments completed for pregnant mothers and families. Increase in conversion rate of pre-CAF assessments to CAF plan.. Increase in conversion rate of pre-CAF assessment to CAF plan.
		Support and encourage healthy behaviour in pregnancy and beyond, including reducing smoking and alcohol use Increase breast feeding initiation rates and sustained breast feeding rates.	Midwifery Health Visiting Children's Centres	Ongoing	Reduction in smoking and alcohol use during pregnancy and beyond
Scale up support to families through parenting programmes and ensure they are delivered to high quality standards	1 3 4 5	Build on universal services and multi-agency working through the re-launch of CAF. Identify and access integrated support implementing the 'Thinking Family' approach for children and young people	Children's Centres Community Support CAF Education Your Support / Your Choice	September 2013	Increase in number of CAF's registered Increase in number of families accessing Think Family and Troubled Family programme

Language for Life

Commitment: We will challenge the correlation between communication difficulties and low attainment at school entry leading to poor employment prospects, particularly in socially disadvantaged areas

Health and Wellbeing Strategy Programme area 1:	Early Help Strategy Principle(s)	Actions	Who	When	How do we know it works
Ensure young people have the right skills for life and to gain employment	2 5	Reinvest in speech and language provision in school to build on previous good practice	Education Health / GPs	April 2014	More children accessing speech and language provision
		Library support, engaging with and encouraging parents reading to their children	Childrens Centres Library Services Education	April 2014	Increase in number of children accessing library services
		Support the early identification of children with SEN complex needs Implement the Health and Education care plan via	Children's Centre, Education, SEN Team, Private, Voluntary, Independent Childcare Providers	April 2014	Education and Health Care Plan in place and meeting the needs of vulnerable children and young people
		Implement the risk assessment tool for those at risk of becoming NEET (Not in Education, Employment/Training)	Via schools	April 2014	Those who are at risk of becoming NEET identified and diverted into education and training opportunities
To develop new and innovative ways to improve social connections across generations and social mixing	2 5	Consider skill share opportunities for volunteering and generational learning	BWD CVS FHCW Childrens Centres		Increase in volunteers accessing training Increase in volunteer securing employment opportunities
		Implement free flexible entitlement for 2 year olds via 2 year old offer	Childrens Centres Education PVI's		Achieved 491 target group figure for 2 year olds accessing free flexible entitlement Achieve 100% of eligible 3-4 year olds accessing free flexible entitlement Improved outcomes at the end of the foundation year for that group Improved speech, language and communication

Engage Parents

Commitment: We will work to persuade parents that engaging in their child's development can make a real and tangible difference to their futures alongside promoting a lifelong learning approach to family learning

Health and Wellbeing Strategy Programme area 1:	Early Help Strategy Principle(s)	Actions	Who	When	How do we know it works
Support and encourage healthy behaviour in pregnancy and beyond including maternal smoking, in young people, alcohol use, physical activity, healthy eating	1 3 5	Improve cultural awareness and attitude to breastfeeding services in BwD including educational sessions for businesses, parents, grandparents and other relatives/friends	Health Midwifery Children's Centres	January 2014	Reduction in smoking and alcohol use during pregnancy Increased breast feeding initiative and continuation rates
		Share good practice with schools and key organisations in relation to sporting and other activities which are available to children, young people and their families	Re:refresh Education	April 2014	Reduction in child obesity
Scale up support to families through parenting programmes and ensure that they are delivered to high quality standards	2 5	Expand geographical outreach provision in Childrens Centres and ensure first time parents are supported to access their children's centre during pregnancy for provision of advice and support Implement via Troubled Families support to the whole family	Childrens Centres Social care Troubled Families Programme	September 2014	Increase in parents accessing early support Reduction in re-referral rates for Children's Social Care for these groups Increase in pre-CAF assessment
		Continue to provide Think Family programme for those who demonstrate both willingness and a capacity to change.		Ongoing	Increase in families supported via Think Family. Reduction in referrals to social care for those groups
		Provide training for organisations working with children and young people to use the DUST screening tool in order to provide brief interventions and to signpost parents to appropriate interventions for themselves and their children.		November 2014	Increased awareness and confidence in practitioners in use of DUST screening tool and brief interventions Increase in appropriate referrals to specialist drug and alcohol services.

		Access advice and support in relation to sexual health and wellbeing	Young Peoples services Health	Ongoing	Reduction in teenage pregnancies
Ensure young people have the right skills for life and to gain employment	2 5	Share good practice with childcare, schools and volunteering services in relation to development, education and training available to children, young people and their families to promote family learning	Education BwD CVS FHWC Childrens Centres	Ongoing	Increase in children attending early education programmes Reduction in young people NEET Reduction in children experiencing poverty

Smarter Working

Commitment: We will re-focus on the efforts of services towards better, and earlier, identification of vulnerable children and families

Health and Wellbeing Strategy Programme area 1:	Early Help Strategy Principle(s)	Actions	Who	When	How do we know it works
To work with key stakeholders to use local intelligence to further improve support for children and young people in relation to mental health and wellbeing	1 3	Promotion of the Pre-CAF assessment as the tool for identifying whether there are unmet need requiring a multi-agency response Re-launch CAF as Child and Family assessment and plan as the key tool for meeting additional needs on a multi-agency basis Launch of e-CAF to enable a co-ordinated approach to multi-agency working with children, young people and families to identify any unmet needs	Multi Agency All partners	September 2013 From September 2013	Increase in number of CAF plans Reduction of CP interventions Development of integrated health, care and education plans Reduction in numbers of children in care
To better understand poor emotional and psychological wellbeing of children and young people, its impact and how it can be tackled.	1 3 4		Multi Agency	From September 2013	Increase in number of CAF plans Improved and effective use of CAF's
Ensure young people have the right skills for life and to gain employment	2 5	Share good practice with childcare, schools and volunteering services in relation to development, education and training available to children, young people and their families	Education BwD CVS FHWK Childrens Centres	Ongoing	Increase in children attending early education programmes Reduction in young people NEET
Support and encourage approaches to keep children and young people safe within and around their home	2 3 5	Aim to ensure an effective service to reduce the harm and threats posed to children, young people and their families through safeguarding protocols using an holistic approach working with the family	Police Fire Service		Reduction in children and young people in trouble with the police Increase in fire safety awareness Reduction in children experiencing poverty

Knowledge is Power

Commitment: We will support the effective use and provision of data and management information to identify vulnerable families and measure impact of services upon them

Health and Wellbeing Strategy Programme area 1:	Early Help Strategy Principle(s)	Actions	Who	When	How do we know it works
To work with key stakeholders to use local intelligence to further improve support for children and young people in relation to mental health and wellbeing	1 3	Re-launch CAF as Child and Family assessment and plan Launch of e-CAF to enable a co-ordinated approach to multi-agency working with children, young people and families to identify any unmet needs	Multi Agency		Increase in number of CAF's registered Reduction in numbers of children in care Reduction of CP interventions Development of integrated health, care and education plans
To better understand poor emotional and psychological wellbeing of children and young people, its impact and how it can be tackled.	1 3 4	Promotion of the Pre-CAF assessment as the tool for identifying whether there are unmet need requiring a multi-agency response	Multi Agency		Increase in number of CAF's registered Improved and effective use of CAF's
Scale up support to families through parenting programmes and ensure that they are delivered to high quality standards	2 5	Expand geographical outreach provision in Childrens Centres and ensure first time parents are supported to access their children's centre during pregnancy for provision of advice and support	Childrens Centres Social care Health Midwifery		Reduction in teenage pregnancies Increase in parents accessing early support

Voice of the Child <i>Commitment:</i>					
Health and Wellbeing Strategy Programme area 1:	Early Help Strategy Principle(s)	Actions	Who	When	How do we know it works
To better understand poor emotional and psychological wellbeing of children and young people, its impact and how it can be tackled.	1 3 4	<p>Work with children and young people to develop and lead their own projects (e.g. Abusive Relationships Conference), particularly those most vulnerable.</p> <p>Facilitate an increase in the number of looked after children engaging in the Voice and Junior Voice groups.</p> <p>Ensure consultation with children and young people is undertaken in respect of CAF Child and Family Assessment Plan in order to capture the voice of the child in the CAF process</p>			<p>Delivery of vulnerable children and young people initiated projects.</p> <p>New marketing materials in place and increased recruitment to both groups.</p> <p>Improved and effective use of CAFs Improved and sustained outcomes for children and young people Reduction of referrals into Children's Social Care</p>
To work with key stakeholders to use local intelligence to further improve support for children and young people in relation to mental health and wellbeing	1 3	Facilitate training opportunities for staff and carers to gain the necessary skills to work to encourage the participation of children and young people, particularly those most vulnerable.			<p>Delivery of briefing session and increase in appropriate participation activity.</p> <p>Delivery of additional training and evaluation of the impact of that training.</p>
Support and encourage approaches to keep children and young people safe within and around their home	2 3 5	Develop appropriate participation mechanisms for children and young people to contribute to child protection procedures and influence the outcome of those procedures.			Appropriate participation mechanisms established and implemented.
To work with children's centres, schools, re:fresh, youth centres and independent sporting organisations to challenge how physical		Facilitate an increase in the number of 'children and young people initiated' participation projects.			<p>Research reports and identification of key priorities.</p> <p>Baseline reports produced and key priorities identified.</p> <p>Delivery of vulnerable children and young people initiated projects.</p>

activity is offered for children and young people					Evidence that the voice of the child is reflected in their learning
Ensure young people have the right skills for life and to gain employment	2 5	Facilitate accredited training opportunities for children and young people, particularly those most vulnerable.			Delivery of workshop and achievement of accreditation.
To develop new and innovative ways to improve social connections across generations and social mixing	2 5	Support the improvement of communication methods to involve a wider range of children and young people in participation and decision making.			<p>Social media and new marketing materials developed and implemented. Increased participation of a wider range of children and young people.</p> <p>Communication methods show how children are involved in planning for their next steps in school and further learning</p>

Governance and accountability

The Health and Wellbeing Board has overarching Strategic responsibility for this strategy which will be monitored through the Children's and Young People's Partnership on behalf of the Board. Performance will be managed through Partnership structures and in turn the Partnership will be accountable to the Health and Well Being Board.

Individual agencies will be responsible for meeting their own performance management arrangements which the Partnership expects will incorporate targets for delivering the wider strategy and meeting shared KPI's and outcomes.

Quality Assurance and challenge will be provided via the Local Children's Safeguarding Board as directed from Working Together 2013. Working Together 2013 sets out that; "In order to fulfil its statutory function the Board should use data to assess the effectiveness of the help being provided to children and families including early help"