Doncaster
Metropolitan Borough Council

EARLY HELP

Working together
for Stronger Families

Early Help Strategy for Children, Young People and their Families

'To increase opportunity and improve outcomes through prevention and earlier intervention'

2017 – 2020

Revised following publication of the
Doncaster Children and Young People's Plan 2017 – 2020

CONSULTATION DRAFT to be ratified through Children and Families Executive Board Oct. 2017

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1. Introduction

This partnership strategy supports the commissioning and delivery of services for prevention and earlier intervention (known as Early Help) to promote opportunity and secure better outcome for children, young people and their families.

Its focus is twofold:

The approach for **individual children and young people** (with their families) and how to **respond to additional or more complex needs as they arise at any point in a child's life**; thereby securing better outcomes and avoid more costly interventions in the future.

The approach and practice from **research and local intelligence** to **respond to groups of children and young people who are disadvantaged or vulnerable** by known circumstances or environment.

1.1 Why a revised Early Help Strategy?

The Early Help Strategy has been revised and updated to reflect the publication of the Doncaster Children and Young People's Plan (C&YPP) 2017- 2020.

The previous Early Help Strategy (2015 – 2018) was written at a time of significant challenge to improve direct work with families and to evidence multi-agency responses to children and young people's needs. This led specifically to the development of the Early Help Hub as the first point of contact for all enquiries from practitioners and Early Help Co-ordinators to support and challenge practice. The aim was to help practitioners to share information, seek advice and access services to support prevention and early intervention work with children and young people alongside their family.

The Children's and Young People's Plan was also in development and prior to publication the Early Help Strategy led on a number of key indicators which needed to be progressed in the meantime. For example, Increase the number of children who were school ready; a decrease in persistent absence in schools; a decrease in the number of young people Not in Education Employment or Training (NEET).

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1.2 Re-focusing delivery of Early Help

This new Early Help Strategy provides the opportunity to refocus our understanding of Early Help and importantly how Commissioners and provider services 'think' and 'work' more effectively together over the long term.

Early Help should not only be seen as a response to additional or multiple/ complex needs requiring a multi - disciplinary team around the family (TAF) alone. Early Help is also an overarching philosophy that promotes prevention and earlier intervention that should influence all Strategies in Doncaster to achieve better outcomes for children and young people with a focus on the whole family's needs. In all cases it should seek to narrow the gap in outcomes for some children and young people who are disadvantage, either by their circumstance or the environment in which they live.

Early Help requires a whole family integrated approach and goes beyond a response and focus on children alone and their outcomes. It requires a collective response across a broad range of services, both in the community and adult services to address parents' own vulnerability, or challenge behaviour which affects their children's lives now and in the future.

2. What is Early Help?

Early Help is not a service but a way of 'thinking' and 'working' through a collaborative approach between services with families.

It is about prevention and earlier intervention, by providing support to families when a need is identified or as soon as a problem emerges, at any point in a child's life. This can be from the point of conception through to the teenage years, to prevent or reduce the need for statutory services.

Early help can also prevent further problems arising, for example, if it is provided as part of a support plan where a child has returned home from a period of care, or protection through Children's Social Care.

It is about working with the family by identifying their strengths whatever they may be and involving wider family members and friends building resilience to sustain change and to find their own solutions in the future.

3. Why is Early Help important?

By changing the culture from a late reaction to chronic and acute need and re-focussing activities and resources on the root causes of social problems, outcomes for children and families improve and costly statutory interventions can be avoided.

Investing in early help and better coordination of existing services will deliver significant benefits for partners and residents in Doncaster.
Graham Allen's (2011) [1] report identified a long list of financial costs to society as a result of poor preventative services: For example

- a child with untreated behavioral problems costs statutory services an average of £70,000 a year by the time they reach 28 years old (10 times the cost of children without behavioral problems);

- the average cost of an individual spending a lifetime on benefits is £430,000 not including lost tax revenue;

- young people between the ages of 16 – 18 years who are not in employment, education or training cost an additional £45,000 in resource costs and £52,000 in public finance costs per annum;

- societal costs associated with mental health problems in the UK are estimated at £105.2 billion per annum. Health economists have calculated that a return of up to 3 to 7 times the original investment could be achievable by the time the young person is 21 years.

A Cost Benefit Analysis (Appendix 1) for Doncaster has been undertaken that details potential savings to the public purse that could be achieved through the effective delivery and the prevention of needs escalating to a level that requires significant intervention.

The calculations, based on national cost estimates, indicate that the annual cost of these interventions is in excess of £44m per annum across public sector services in Doncaster.

4. Who is responsible for delivering Early Help?

Local authorities, under Section 10 of the Children Act 2004, have a responsibility to promote inter-agency cooperation to improve the welfare of children.

The Children and Families Executive Board has defined this as the job of all public, private, voluntary and community services as well as citizens in Doncaster by taking a whole family approach and intervening in a co-ordinated way.

Operationally - This means ***all services*** and ***all practitioners*** including specialist services are responsible for delivering early help. Early help is based on needs of families not service thresholds.

[1] Early Intervention: Next Steps; 2011

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Working with families rather than doing to them, services across all agencies and sectors can deliver combined support when additional needs arise.
For example attendance support in schools, mental health services, substance misuse support etc. working with universal services, such as GP's, Teachers or Health Visitors.

When required, families should have access to a person they can trust and have confidence in from any one of these services (universal or targeted) to act as a 'lead practitioner' as a single point of contact. This lead practitioner will help steer and co-ordinate a package of support where there are multiple/complex needs to secure better outcomes, i.e. a multi-disciplinary team around the family.

Strategically - Early help is also dependant on strategic vision and leadership for prevention and earlier intervention. Through the use of research and local intelligence resources will be targeted to whole communities and groups of children where there is possible risk and known vulnerability. This can be achieved through joint commissioning of services for shared outcomes; as well as providers looking for greater service integration and joint working across children's, adults and community services.

We know for example that the early years are a significant time in a child's life and therefore a specific area of focus for vulnerable families who would benefit from extra help. Likewise we know that poor school attendance is a good indicator of poor educational attainment which affects future employment and training opportunities as young people grow. This can affect both their long term outcomes and future generations of children through them as parents.

5. Outcomes to be achieved

The Early Help Strategy has specific outcomes[2] to achieve through partnership working as well as contributing to the child, young people and family outcomes within the Children and Young People's Plan (2017 – 2020)

Partnership Outcomes:

Provider services:

- actively identify and assess a child and families holistic needs as they arise
- respond to child and family's needs at the earliest opportunity, appropriate to those needs
- are confident as Lead Practitioners and collaborate as members of the TAF
- increase involvement of children and families in services they need
- improve integrated working around families and communities needs in order to reduce or avoid costly interventions.

[2] Appendix 2 - Early Help Performance and Outcome Measures

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Children, Young People and Families Outcomes:

Doncaster Children and Young People's Plan Outcomes	***Early Help Strategy contribution*** Children and young people with their family:
• Staying Safe	• live in safe, stronger families and communities
• Being Healthy and Happy	• thrive and are emotionally well
• Achieving	• are supported to reach their full potential
• Equality	• become self-reliant and confident

For individual Family's progress through Early Help will be measured by an:

1.1 Increase in the confidence and ability of parents / carers to support and provide for their family – evidenced through the ***Outcome Star*** process

1.2 Increase in parenting capacity and confidence evidenced through parenting programme measures ***(SDQ and DAS)***

1.3 Improvement in family resilience and reduced risk evidenced through ***Signs of Safety*** measures

The effectiveness of the whole Early Help Strategy will be determined by the key measures detailed in the performance scorecard (Appendix 2), along with the implementation of the key objectives through the Action Plan in Section 9

6. How do we respond?

6.1 Early Help for Individual children, young people and families

In Doncaster we use Early Help as the umbrella term that describes our continuum of service response from universal/additional needs (level 1 and 2) to multiple or complex needs (level 3) for individual children and families ***wherever they live in Doncaster and whenever needs arise.***

This requires three levels of response:

- **Encourage and support parents** to access services on their own, making use of the Families Information Service.
- **Single service response** when an additional need is identified where the family cannot deal with or meet on their own and can be addressed by promoting self-help with direct support to develop skills, knowledge and personal resilience.

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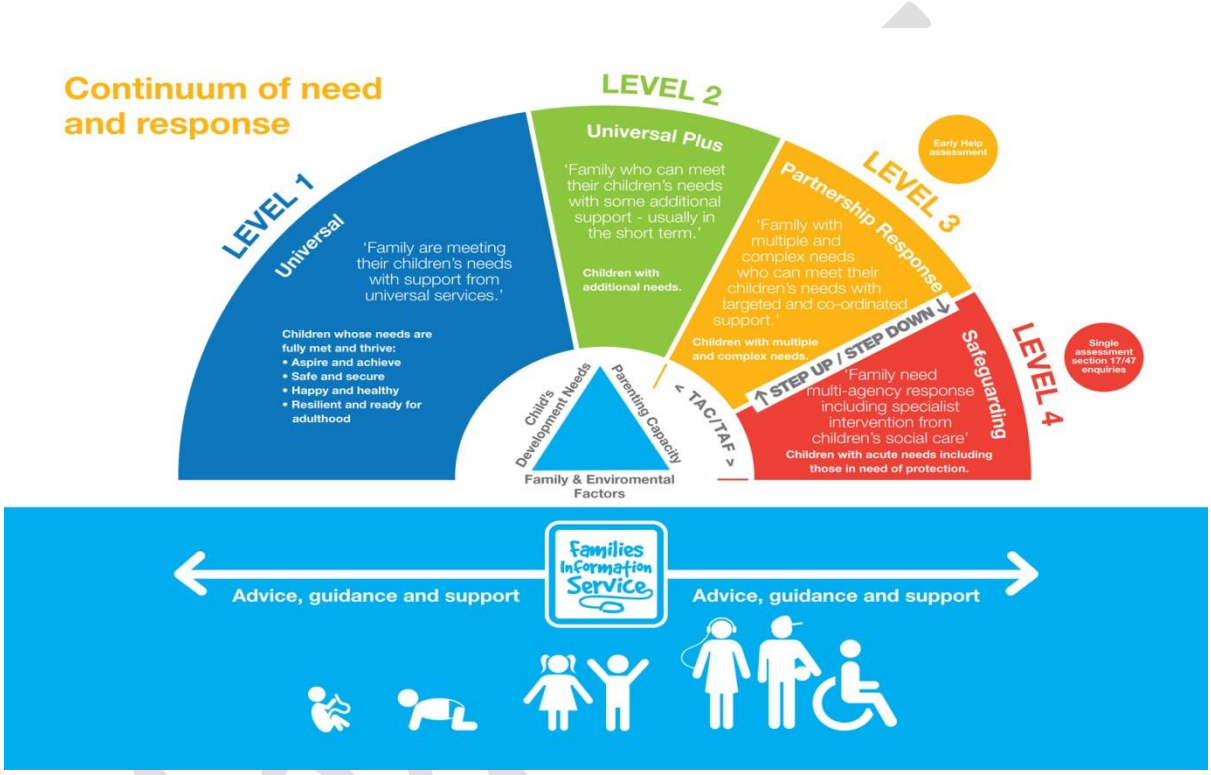
- **Early help assessment and team around the family** (TAF) at times when multiple or complex needs are identified with the help of a lead practitioner to co-ordinate a multi - service response.

Note: Early Help through a TAF should respond to needs not only when they increase but also when they are reduced following any Children's Social Care intervention. A Lead Practitioner will be identified, where appropriate, at case closure through safeguarding arrangements to continue work to sustain the family plan and outcomes achieved.



6.2 Early Help for known groups of children and young people

We also see Early Help in terms of the response to groups of children and young people who require planned and targeted support in advance who are vulnerable by circumstance or environment and require help to address inequality and poor outcomes as a result. For example, this could be children and young people who have special education needs or disability (SEND); from a specific cultural or ethnic background (BME); or children living in poverty.

Under these conditions **the Early Help Strategy will Influence and support a number of key Strategies through a set of 9 principles to guide working arrangements and practice.** It is expected that this will establish and embed a philosophy of prevention and early intervention across Doncaster.

Principles for Prevention and Earlier Intervention.

1) Listen to the voice of children and young people to understand their journey and life experience and engage them in their own right as citizens in the design and delivery of services.

2) Whole family integrated working through knowledge and understanding of their holistic needs and the community in which they live, identifying a trusted person when needed to co-ordinate a response to multiple needs.

3) Strengths based approach to working with families and communities recognising their skills, knowledge and experience when developing plans.

4) Prevention and earlier intervention approaches to working that respond more quickly to risks and vulnerability to prevent escalation

5) Focus and emphasis on reducing the impact of parental / adult vulnerabilities and behaviour to promote better outcomes and safeguard children and young people

6) Involve the workforce and individual workers in understanding needs and issues of working with children, young people and families to inform practice and service delivery

7) Deliver evidence based and research informed practice that is focused on outcomes and learning from what works promoting innovative practice.

8) Services deliver in and through Family Hubs to share resources; develop effective joint working arrangements and promote a 'no wrong door' approach to support family's needs and interests.

9) Joint commissioning through pool budgets and shared resources to better understand needs; support effective planning; deliver efficient services; measure and evidence impact.

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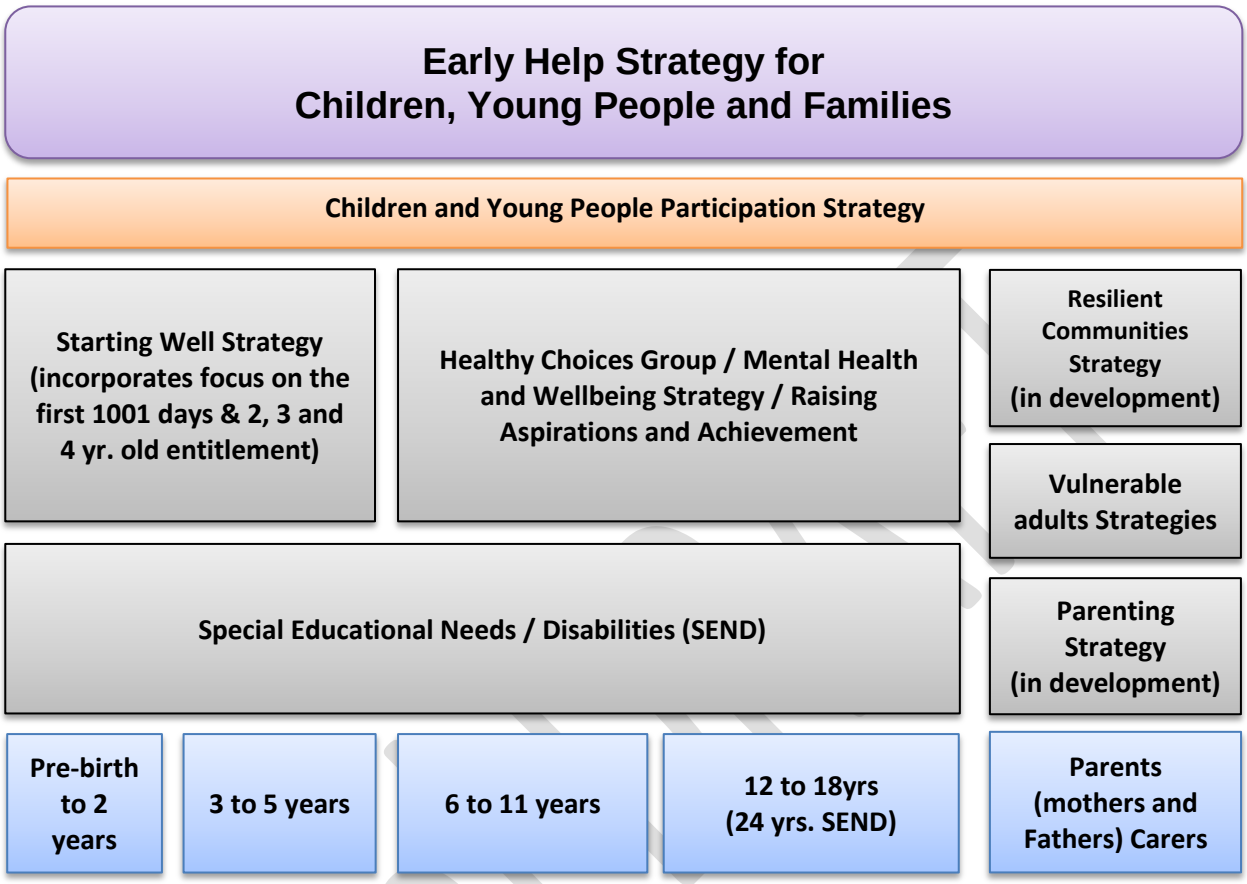
The Children and Young People's Plan (2017 - 2020) identifies a number of Strategies and Groups who will adopt these principles and approach to support commissioning and delivery of services.



7. How do we achieve it?

We have identified 4 key objectives which will deliver the Early Help Strategy.

- Promote Early help to Families; Communities and Partners
- Embed the Early Help pathway to support children and young people who have additional or multiple/complex needs
- Support the Lead Practitioner role and increase responsibility across partner organisations
- Develop Family Hubs to promote participation; increased access to services and improve integrated working to secure better outcomes

An action plan to support the delivery of these objectives is detailed in Section 9.

7.1 Promote Early help to Families; Communities and Partners

A guiding and key principle of early help and working with families is that **parents are the first source of support and influence for their children**. Parents[3] and children themselves should be encouraged to 'self-serve', building on the skills, knowledge and experience of the whole family. Whether this is for additional or for more complex needs, this expectation of personal and collective responsibility and resourcing will support families to develop and find solutions for themselves now and in the future.

- Through redesigning and re-engineering the Families Information Service from a service led directory and source of information to a searchable 'need's' led resource will enable parents and children to find a range of service provision they can access to support their needs and interests.

- This FIS should also be used by partners to be aware of other services available and co-operate with each other when supporting individual families

Where needs increase and become more complex Parents and the wider family should know how to access help through any professional from any agency they come in contact with, or through their local Family Hub. They should know this is by consent and be supported throughout the assessment to identify their needs; identify the outcomes they would want to achieve and with the help of a trusted professional contribute to their family plan.

Communities and a wide range of Partners play a significant role in Early Help and need to be a source of support to individual families and help build communities as safe places for children and young people to grow up in.

The Early Help Strategy will support the ambition for Doncaster to be the most child friendly Borough in the country promoting the prevention and early intervention principles through key strategies and working practice

[3] The term 'parents' is intended to include all those individuals of either gender or wider family in a parenting role.

7.2 Embed the Early Help pathway to support children and young people who have additional or multiple/complex needs

Effective Early Help for some individual children and young people relies upon local agencies and services working together to:

- Identify children and families who would benefit from early help;
- Undertake a whole family assessment of the need for early help; and
- Provide services to address the assessed needs of a child and their family which focuses on activity to significantly improve the outcome for the child

In Doncaster we have built the infrastructure and 'One Front door' to support families and practitioners from any agency to flag concerns or enquire about Early Help; share information and be supported to find the right pathway to support individual family's needs.

In the coming months we will build on the foundations of this work to ensure the pathways are embedded to address a range of needs and ensure the continuum of support is consistent and outcomes are evidenced.

7.3 Support the Lead Practitioner role and increase responsibility across partner organisations

A Lead Practitioner is someone who takes the lead to co-ordinate provision for a child and their family. This person can come from any professional background or agency known to the family. They act as the single point of contact when a range of services are involved with a child, young person or family and an integrated response is required.

The Lead Practitioner is not a job title or a new role, but a set of functions to be carried out as part of the delivery of effective integrated support – with assistance from an Early Help Coordinator.

These functions are to:

- **Act as a single point of contact** for the child or family, who they can trust and who can engage them in making choices, navigating their way through the system and effecting change.
- **Co-ordinate the delivery of the actions agreed by the practitioners involved** with the family to ensure that children receive effective support which is regularly reviewed.
- **Reduce overlap and inconsistency** in the services received.

Support package for Lead Practitioners

When a Lead Practitioner is identified, an Early Help Coordinator, based in the Family Hubs around Doncaster, is available to support them.

7.4 Develop Family Hubs to promote participation; increased access to services and improve integrated working to secure better outcomes

In 2014, the Centre for Social Justice proposed a model that they termed “Family Hubs”, which would see Children’s Centres become:

the ‘go to’ place for any parent to access services or information about all family-related matters including: birth registration, antenatal and postnatal services, information on childcare, employment and debt advice, substance misuse services, relationship and parenting support, local activities for families and support for families separating.

In July 2016 an All Party Parliamentary Group (APPG) report called ‘Family Hubs: The future of Children’s Centres’ was published with whole Family working becoming the norm, with Stronger Families Programme and Early Help driving this agenda.

A significant restructuring of Council services has meant a progressive move away from direct delivery providing the opportunity to progress the transition of our Children’s Centres in to Family Hubs in line with the recommendations set out in the APPG.

7.4.1 What are Family Hubs in Doncaster?

Doncaster Family Hubs are designed to bring services together to work with families from conception, through childhood and into adolescents (0 to 18 yrs. and 24yrs SEND) to deliver an integrated local offer. Think about any service that families may need and Family Hubs will provide information and access to them; from day care and early learning to schools and alternative education; from midwifery and health visiting to mental health; from advice on parenting to family support and adult learning to employment opportunities.

There are 12 Family Hubs covering the whole of Doncaster with a number of venues in each geographical area where services are delivered. These are clustered and co-ordinated together in 4 locality areas to make best use of resources and space, along with service partners own buildings with many services delivered in a family's home. Services should be accessible independently by families but also work together when a child, young person or parent/carer has an additional need or through an early help assessment and a lead practitioner to support multiple/complex needs. Family Hub's provide support through Early Help Co-ordinators to help any service or practitioner with the lead practitioner role.

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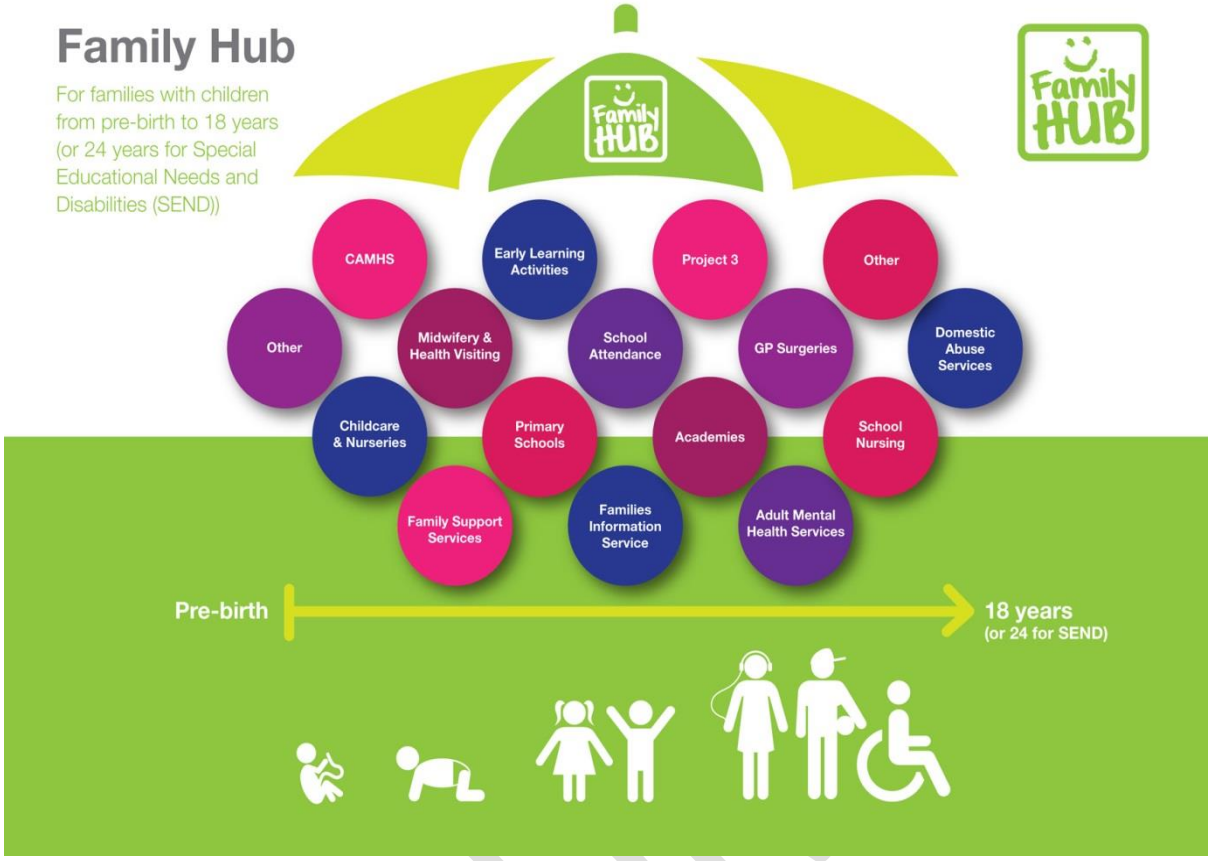

Family Hubs for children and young people have a distinct brand to attract children and their parents and other family members. Within the Family Hubs brand a further youth brand has been developed to appeal specifically to young people called Youth Hubs.

7.4.2 What is the aspiration and outcomes for Family Hubs?

There are two key outcomes we want from our Family Hubs which are measured through the Early Help Strategy. They are:

- Increase involvement of children and families in services they need:

  - Children and young people are recognised in their own 'right'[4] and listened to when developing and reviewing services. (support the delivery of the Children and Young People Strategy)
  - Parents are encouraged and supported to self-serve the help their family's need.
  - A broader range of services are available which make Family Hubs the 'Go to Place'
  - Young People identify with the Youth Hub brand and access services they want through the EXPECT youth alliance[5]
  - Embed the Active Involvement of young people through 'Youth Voice' to ensure young people influence service provision and are actively involved in shaping their communities.

- Improve integrated working around families and communities needs in order to reduce or avoid costly interventions:

  - Timely response to child and family's needs with support being delivered at pace to improve outcomes
  - Broad range of practitioners make Early Help enquiries and take on the lead practitioner role and contribute to TAF' to support family's needs
  - Quality of practice is good or better securing longer term outcomes
  - Practitioners and provider organisations identify with Family Hubs and make use of Families Information Service to develop effective working relationships and arrangements.
  - Actively promote and engage practitioners in delivering the Stronger Families Programme[6] to maximise additional resources available, secure individual family outcomes and demonstrate payment by results.

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[4] United Nations Convention on the Rights of the Child (UNCRC)

[5] EXPECT is an alliance of youth service commissioners and providers across the statutory and VCS to improve the response to young people's needs, specifically those who are most disadvantaged

[6] The Stronger Families Programme is the local name for the national Troubled Families Programme

8. Governance and Performance Management

8.1 Governance of the Strategy

This Strategy is owned by the Early Help Strategy Group (EHSG) on behalf of the Children and Families Executive Board. The EHSG has the strategic lead for Early Help, which includes partnership working at both operational and strategic levels, ensuring collaboration with service users and partners.

This Strategy and the annual action plans will be led collectively by the EHSG holding lead officers and partner agencies to account for its implementation and for the impact of service delivery.

The EHSG is supported by a permanent Performance and Practice Group which meets monthly and is responsible to monitor and report on performance and make recommendations for practice. The EHSG also establishes thematic task and finish groups, as required, to consult and develop partnership recommendations for improvement.

8.2 Working with other Strategic Boards and Groups

The EHSG do not intend to replicate the work undertaken by other Boards or Group but this strategy does provide the context and approach from which commissioning and service delivery should be driven for Prevention and Earlier Intervention.

The **Principles for Prevention and Earlier Intervention** detailed in Section 6.2 provide the context for working and will influence the work across Doncaster. For example, the Starting Well Strategy identify from research that the first 1001 days of a child's life has a significant bearing on future outcomes – this is Early Help; Targeted Youth support for young people missing key opportunities - this is Early Help; and Healthy Choices Group steered by research responding to young people's lifestyle choices which place them at risk – this is Early Help.

8.3 Individual Partner responsibility and accountability

The Children and Families Executive Board through the EHSG will provide leadership to improve the outcomes and well-being of children, young people and families through prevention and earlier intervention.

However, it is the responsibility of individual partners to evidence the work they do to improve the quality, effectiveness and contribution they make to Early Help. They will do this through a range of activities for example, participation of their workforce in training and development; evidence outcomes from family plans; and workers taking on the lead practitioner role.

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The should also adopt, where appropriate the agreed **Principles for Prevention and Earlier Intervention** to support their day to day work detailed in Section 6.2

8.4 How Partners will measure progress and success

The Partnership agrees that promoting Early Help is a shared priority for all agencies and in order to achieve value for money, it is important that we quality assure the work we do both in terms of the individual service user's experience, but also the overall effectiveness of services. In support of this there are a number of different ways the partnership will measure progress and the impact of the strategy.

8.4.1 Annual Action Plan

This Strategy has an action plan to progress the objectives and work towards the outcomes detailed in Section 9. This will be reviewed throughout the year by the EHSG with an annual report detailing progress and the impact this has made. This annual review will determine the following years plan.

Where there is concern over progress in an area of practice or outcome throughout the year the partnership may decide on a 'deep dive' review to understand the issue in more detail and help overcome any challenges or barriers identified. This maybe a single agency 'deep dive' or a specific task and finish group to undertake this work.

8.4.2 Progress of Early Help Performance and Outcome Measures

Annually the partnership will formally review the Performance Scorecard (Appendix 2) to monitor improvement, although indicators will be reviewed by exception quarterly. This review may identify areas where improvement has slowed or the trend causes concern. The partnership will discuss with the lead partner who has responsibility for these specific indicators their plans for improvement with the intention to provide support to change the current or trend position.

The Performance and Practice Group will meet monthly to support and progress this work on behalf of the EHSG and report progress with specific recommendations.

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9. Early Help Strategy Action Plan 2017 to 2018

Key Objectives		PRIORITY LEAD
1	**Promoting Early help to Families; Communities and Partners**	
2	**Embed the Early Help pathway to support children and young people who have additional or multiple/complex needs**	
3	**Support the Lead Practitioner role and increase responsibility across partner organisations**	
4	**Develop Family Hubs to promote participation; increase access to services and improve integrated working to secure better outcomes**	

RAG Rating Guide

Red	Action date passed and not complete, or Action not expected to be complete in time with significant impact on the work
Amber	Action not started but in timescale, or Slow progress with some impact on the work but expected to be complete within timescale.
Green	Action complete, or Action expected to be complete within timescale with no adverse impact on the work

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1	**Promoting Early help to Families; Communities and Partners**					
					Progress update	
Action No.	**Action**	**Lead Officer**	**Timescale**	**Milestones**	**RAG**	**Progress**
1.1						
1.2						

2	**Embed the Early Help pathway to support children and young people who have additional or multiple/complex needs**					
					Progress update	
Action No.	**Action**	**Lead Officer**	**Timescale**	**Milestones**	**RAG**	**Progress**
2.1						
2.2						

3	**Support the Lead Practitioner role and increasing responsibility across partner organisations**					
					Progress update	
Action No.	**Action**	**Lead Officer**	**Timescale**	**Milestones**	**RAG**	**Progress**
3.1						
3.2						

4	**Develop Family Hubs to promote participation; increase access to services and improve integrated working to secure better outcomes**					
					Progress update	
Action No.	**Action**	**Lead Officer**	**Timescale**	**Milestones**	**RAG**	**Progress**
4.1						
4.2						

10. Abbreviations

APPG	All Party Parliamentary Group
BME	Black and Minority ethnic
C&YPP	Children and Young People Plan
EHSG	Early Help Strategy Group
FIS	Families Information Service
NEET	Not in Educations, Employment or Training
SEND	Special Educational Needs and Disabilities
TAF	Team around the family

11 Appendices

Appendix 1	Cost benefit values - based on Early Intervention Foundation Estimates
Appendix 2	Early Help Performance and Outcome Measures

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Appendix 1: Cost benefit values (based on Early Intervention Foundation Estimates[7])

Service	Activity	EIF Cost Item	Assumed Value per child**	Number per annum	Cost/Rate Source	Beneficiary	Total Cost	1% reduction	5% reduction
Schools DMBC EWO	Managing persistent school absence	Pupils receiving one + fixed period exclusion	£730	1140	Brookes [8]/DMBC	SY Police	£832,200	£8,322	£41,160
	Managing school Exclusions	PRU placements	£15,000	84	DMBC/DMBC	DSG	£1,260,000	£12,600	£63,000
DCST	Child Protection surveillance	Child Protection Plan	£5,524	320	Saied-Tessier[9]/DCST	DMBC	£1,767,680	£17,676	£88,384
	Children in Care support	LAC	£66,064	487	NEM[10]/DCST	DMBC	£32,173,168	£321,731	£1 608,658
	Children in Need support	CiN Plan	£1,610	1661	NEM/DCST	DMBC	£2,674,210	£26,742	£133,710
NHS Trusts	Hospital treatment	Admission due to injury	£1,384	354	NICE[11]/CCG	NHS RDaSH	£489,936	£4,899	£24,496
		Admission due to self-harm	£1,996	126	NICE/CCG	NHS RDaSH	£251,496	£2,515	£12,574
	Substance abuse treatment	Substance abuse treatment	£126	144	DH[12]	DMBC PH	£18,144	£181	£907
				88		DMBC DCST contract	£11,088	£110	£554

[7] Early Intervention Foundation 'The Immediate Fiscal Cost of Late Intervention for Children & Young People' 2015
[8] Brookes et al 'Misspent Youth' 2007
[9] Saied- Tessier' Estimating the cost of sexual abuse'2014
[10] New Economy Manchester Unit Cost database 2015
[11] National Institute for Health & Clinical Excellence 2010/11
[12] DH NHS reference costs 2012-13

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DMBC	Financial support to NEET	16/17 NEET number 18/19 NEET number	£575 £4,597	127 397	NEM NEM	DWP DWP	£73,025 £1,825,009	£730 £18,250	£3,651 £91,250
DCST YOS/Police	Managing anti-social behaviour Managing Youth offending & support	Reported anti-social behaviour incidents Young offender in youth justice system	£353 £7,307 £1,132 £459	Not available at present	NEM NAO[13]	Police Justice Police DMBC DCST contract (YOS)	Not available at present	Not available at present	Not available at present
DCST/Police	Supporting Domestic Violence child victims	Reported domestic violence cases involving children DMBC [14]Innovations figure	£1,415 £758 £1,923 £317 £181 £5,550 £923	566 391	Walby[15]	Justice SY Police NHS DMBC DCST contract* Housing DMBC DCST contract *** Wider Public Sector	£3,141,300 £360,893	£31,413 £3,608	£157,065 £18,044
							44,878,149	**448,777**	**2,243,453**

[13] National Audit office 2011
[14] Innovations Programme Full proposal DCST 2015
[15] Walby, 'The Cost of Domestic Violence' 2009
*Doesn't include LAC costs
** Base on 2014-15 valuation by EIF
***Includes LAC costs

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Appendix 2 - Early Help Performance and Outcome Measures Scorecard

Early Help Performance and Outcome Measures Scorecard

Children, Young People and Families Outcomes

- Self-reliant and confident
- Thriving and emotionally well
- Reaching their full potential
- Living in safe, stronger families and communities

Partnership Outcomes:

- Actively identify and assess a C&F's holistic needs as they arise
- Respond to C&F needs at the earliest opportunity, appropriate to those needs
- Are confident as Lead Practitioners and collaborate as members of the TAFs
- Increase involvement of children and families in services they need
- Improve integrated working around families and communities needs in order to reduce or avoid costly interventions.

Process Measures:

3.1 *Timetaken from an Early Help enquiry to a family receiving an early help support
  a. Enquiry to Allocation
  b. Allocation to start of EHA
  c. Start of EHA to completion of EHA
  d. Completed Family Plan produced
3.2 * Number of families eligible through the Stronger Families programme
  a. Identified and eligible
  b. Engaged with
3.3 Increase in the use by CYP&F of the Families Information Service
3.3.1a Increase in the numbe r and % of organisations updating service information on the FIS website with agreed timescales
3.4 Increased membership, registration, accessing and engagement with Family

Quality Measures:

4.1 Broad range of practitioners accessing training and development to undertake the Lead Practitioner role.
4.2 Broad range of practitioners making enquiries to the Early Help Hub to support family's needs.
4.3 Broad range of practitioners across agencies using the EHA and taking on the Lead Practitioner role to support family's needs.
4.4 Children and young peoples wishes and needs are evidenced through the family plan
4.5 Quality of practice increases and is evidenced through audits being judged 'Good' or better.

Outcome Measures:

Family:

1.1 Increase in the confidence and ability of parents / carers to support and provide for their family - evidenced through the Outcome Star process
1.2 Increase in parenting capacity and confidence evidenced through parenting programmes measures
1.3 Improvement in family resilience and reduced risk evidenced through Signs of Safety measures

Practitioner / Service:

2.1 *Rate of children receiving a multi-service Early Help support, per 10,000 children
2.2 *% Re-referrals for Early Help Services
2.3 *% of Social Care referrals previously receiving Early Help Support
2.4 % of cases closed the Children's Social Care receiving Early Help Support
  a. following C&F assessment
  b. following intervention
2.5*Rate of Children in Need, per 10,000 children
2.6*Rate of Children in Care, per 10,000 children
2.7*% Re-referrals for statutory Social Care Services
2.8* Number of Stronger Families claim made - outcomes evidenced